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▲ 20

Features

- 6 **Partnership for Youth Success**
The new recruiting initiative that links job specialties with private industry.
- 7 **Armor Adventure Van**
New van dedicated at the Armor Conference.

- 10 **Recruiting more women focus for Army Reserve**
USAR is debuting a new print advertising campaign that will run in women-targeted publications.
- 12 **Inspiration - the true spirit of nursing**
The Army Nurse Corps Spirit of Nursing Award Program honored this year's recipient, Kathleen Vega.
- 14 **USAREC's on line college recruiting course**
Course teaching recruiters how to recruit in the colleges.



▲ 16

▼ 7



Journal

16 POV Safety - Don't be a victim

Six point safety program.

20 Training Directorate incorporates new training initiatives

Recruiter Tutor, ARISS 2000, USAREC University, LERS are new initiatives in upgrading the recruiting sales force.

22 GED Plus - it works!

Montgomery Recruiting Battalion enjoyed success with new GED Plus program.

23 Army, Rolling Stone partnership a rockin' success

The Army's partnership with Rolling Stone Magazine and its campus-hopping Rock and Roll Bowl tour was a huge success.

24 Recruiting School moves into the new millennium

The RRS has made tremendous progress in developing many new and innovative training initiatives.



Teamwork

Loyal

Reliable

Certified

Trained

Skilled

Drug-free

Quality

Experienced

Leadership

Pre-trained

6 ▲

FLARE

Departments

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DOCUMENTS DEPT.

AUG 14 2000

3

News Brief

5

Things You Should Know

8

Pro Talk

15

Chaplain's Motivational Notes

17

The Way I See It

26

Field File

30

Salutes

32

The Test



▲ 23

▼ 12



Partnership for Youth Success

There is a lot going on and I want to be sure you know about it. In just the last month, we have announced the PaYS Program, celebrated the Army's birthday, and discovered the value of on-line training. There is more to come.

I attended a June 5 forum sponsored by our chief of staff, GEN Eric Shinseki, and co-hosted by Francis Hesselbein and Richard Cavanaugh of the Peter F. Drucker Foundation. CEOs of major corporations (including SUN Microsystems, Ethan Allen, Bechtel Industries, General Dynamics Land Systems, and EarthWeb) participated with GEN Shinseki, MG Thomas Plewes, chief of the Army Reserve, and MG Roger Schultz, director of the Army National Guard, in a panel discussion of our mutual personnel issues. Also in attendance were more than 70 human resource managers from major American industries such as State Farm, Manpower, and Bell Atlantic.

Interest was immediate, and the phone calls and e-mails are still rolling in. When we talk about the quality of American youth we recruit, corporate America listens. What piques their interest is the "product" the United States Army turns out – a mature, trained, drug-free, self-disciplined citizen, a young man or young woman who has learned a skill, has developed leadership qualities, and has operated in a team-building organization. Yes, corporate America is very interested in the quality of our soldiers.

The PaYS program enables an individual to enlist in the Army for a specific skill and select a post-Army civilian employer that needs an employee with that skill. This unique program establishes partnerships with companies to encourage youth to get their start in the Army. Businesses that participate in the program will have available to them a skilled and trained employee at the end of the soldier's term of service.

Secretary of the Army Louis Caldera made the announcement of the PaYS program and described it as an investment in America initiative that should complement our continuing efforts to bring young people into the Army for the traditional reasons of gaining confidence, self-discipline, leadership, management, team work skills, and a commitment to service that will enhance the technical skills they will learn. The Army offers more than 200 entry-level jobs, or military occupational specialties, from which individuals can choose. More than 90 of the jobs are already linked to the PaYS Program.



MG Evan R. Gaddis


GEN Shinseki has backed us on this program all the way. He said, "The Army will provide America's future workforce — one that is well trained, educated, disciplined, team-oriented, and possessing a strong work ethic. Service in the Army will provide future leaders for American industry."

This program benefits the Army by expanding the recruiting market, helping to fill its manpower requirement, while simultaneously benefiting the companies by providing quality employees who have had skill training and understand the value of teamwork, communication, and work ethic. Let's capitalize on this initiative.

Another initiative from the Training Directorate is on-line training. Now we can tap into the Army's Computer-Based Training site, which offers a wide variety of courses of benefit to Army recruiters at <http://www.armycbt.army.mil>. Subjects include Internet and Intranet basics, Microsoft programs, and many other useful on-line courses. Check it out.

A final note: Last month we celebrated the Army's 225th birthday. Thanks to all of you this milestone was celebrated with millions of Americans all across the country. Operation Sea to Shining Sea, the largest celebration of the Army's birthday in history, was a huge success, and we still have many more events that continue the celebration in the months ahead. Your pride in being soldiers and Department of the Army civilians was evident from the smallest celebration to the largest. Your hard work and dedication made the Army's birthday a great day. I thank you for your efforts and congratulate you for a job very well done. You make me proud.

This month we celebrate Independence Day and the 224th birthday of the United States of America. We know that, without the United States Army, there would be no America. I encourage you to celebrate the patriotism that you live every day, through your sacrifices and service to the Nation. Be proud of yourselves and that service. Tell your story. Encourage the youth of America to follow your lead.

Be All You Can Be! 

[Editor's note: See related PaYS story on page 6.]

Soldiers can earn associate degree taking courses at home

TRADOC Public Affairs Office

Soldiers, family members and civilian employees can earn associate degrees by mail through a fully accredited college program in existence for more than 90 years.

"This program is designed for mobility and can follow soldiers throughout their careers, deployments and transfers," said Paula Dalton, Management Training Team B leader with the Army Training Support Center's Army Institute for Professional Development — AIPD.

Columbia Union College, Silver Spring, Md., began offering college-level home study in 1909. Now, through the Army Corresponding Education and Training System — ACETS — at the institute, soldiers can earn college credits.

Columbia Union College is accredited by the Middle States Association of Colleges and Secondary Schools and the Maryland State Board of Higher Education. So credit earned in the associate degree program may be transferred to other schools.

"As in all college programs, the accepting colleges reserve the right to accept or reject credit hours earned at other institutions," Dalton said.

The goal is to earn an associate of science in general studies with emphasis on management. Students may apply to receive credit for college courses they've already taken. Soldiers may also receive credit for Army training courses and experiences. However, at least 15 credit hours must be taken through ACETS, Dalton said.

Students will have to pay a \$50 fee to register for a degree-granting program. The courses cost \$80 per credit hour and there is a \$60 charge each time a student applies for one or more courses. Soldiers will be reimbursed for 75 percent of the tuition by the Defense Activity for Non-Traditional Education Support when a course is completed.

Most of the courses require two tests. They can be taken at the installation education office under the supervision of a test control officer, or by special arrangements with the Army Corresponding

Education Course Program office in AIPD.

Students have up to a year to complete a course, but extensions may be granted on a case-by-case basis, Dalton said. But there is no time limit set for earning the associate degree. If a student cancels or allows enrollment to lapse, he or she will be charged another application fee.

Although ATSC education specialists developed the program primarily for soldiers, their families, and Army civilians, military members, civilian employees, and families in the Air Force, Navy, and Marines can participate the same way Army people do.

Enrollment information is on the Internet at <http://www.atsc.arm.mil/accp/college.htm>, or call DSN 927-2079/5715 or 757-878-2079/5715. Interested individuals may also write to: Army Institute for Professional Development; Army Training Support Center; Attention: ACETS; Newport News, Va. 23628.

Army Emergency Relief eligibility and types of assistance

Only personnel listed below are eligible to receive emergency financial assistance from AER:

- a. Soldiers on extended active duty and their family members.
- b. Reserve Component soldiers (Army National Guard and United States Army Reserve) on continuous active duty for more than 30 days and their family members.
- c. Soldiers retired after completing 20 or more years of active duty, retired by physical disability, or retired at age 60 under Section 1331, Title 10 USC, and their family members.
- d. Surviving spouses and orphans of eligible soldiers who died while on active duty or after they were retired in c. above.

Assistance in an emergency situation will normally be made in the form of a loan; when appropriate, a grant or a combination loan and grant will be used. The amount of assistance will be commensurate with the emergency need presented. If the recipient lacks suffi-

cient documentation to present the need for a grant, the loan may be renegotiated when that documentation later becomes available. Assistance will not be authorized to liquidate or consolidate outstanding debts.

AER assistance may be obtained from the following offices:

- a. AER offices on Army posts.
- b. Navy/Marine Corps Relief Society offices on bases.
- c. Air Force Air Society offices on bases.
- d. Coast Guard Mutual Assistance offices off military installations.

(Applications made at other than AER offices will require coordination through that agency's channels to its headquarters office and then to HQ, AER in Alexandria, Va.)

Eligible personnel requesting assistance must present current military identification cards. Additionally, transient personnel must also show PCS orders.

Each request will be considered on its own merit.

AAFES raises interest rates

Army News Service

The Army and Air Force Exchange Service will increase its Deferred Payment Plan interest rate from 13.75 percent to 14.25 percent.

The raise follows a recent announcement by the Federal Reserve that the US prime interest rate would increase to 9.5 percent. AAFES officials explained that the Exchange Credit Program, in accordance with its terms and conditions, offers a variable interest rate that is 4.75 percent above the US prime rate.

During the second half of last year, the Federal Reserve raised US interest rates on three different occasions, but AAFES made a decision each time to hold the line on the DPP variable interest rate, which had been at 12.50 percent since Dec. 1, 1998.

In February, the Federal Reserve announced another rate increase, and AAFES could no longer defer the interest rate increases. AAFES made the decision to adjust the DPP interest rate to 13.50

percent, in accordance with its terms and conditions. However, a charge purchase is required in order for the new DPP interest rate to go into effect.

In March, the Federal Reserve raised interest rates, and the DPP interest rate was increased from 13.5 percent to 13.75 percent. Now it has gone up to 14.25 percent.

AAFES, just like other retailers and other bank card issuers, must borrow funds to provide credit to customers, officials said. Rates are flexible because as interest rates in the general economy go up, AAFES pays more for funds that it borrows for the DPP credit program.

AAFES officials said their DPP still offers a very attractive rate. They said depending on credit history, many major retailers offer a variety of rates ranging from 18 percent to 26 percent.

The AAFES rate of 14.25 percent provides service members savings greater than the average variable bankcard rate of 16.54 percent for Standard, 16.06 percent for Gold, and 16.03 percent for Platinum, according to www.bankrate.com.

AAFES officials said they are hopeful that rates in the general economy are reaching a peak, which will provide stabilization and the possible lowering of rates next year.

AAFES will continue to review its policy on interest rates and is looking at other options available within the credit program that can be used to add value for customers, officials said. They said customers can look for these initiatives in the fall.

New handbook available for Family Support Group Leaders

Army News Service

The US Army Research Institute for the Behavioral and Social Sciences — ARI — has produced a short, user-friendly, self-contained handbook to assist company and battalion-level Family Support Group leaders.

According to ARI officials, “The Family Support Group Leaders’ Handbook” combines 20 years of research findings with what experienced FSG

leaders at the Army War College, Europe, and US Army Forces Command say works. It also contains lists of additional resource materials (other handbooks, films, research reports, and Army regulations) and where to get them via the Internet, telephone or ordinary mail.

Additional information about how to get this manual is available from the ARI by writing to: Director, U. S. Army Research Institute, 5001 Eisenhower Ave., Alexandria, Va. 22333-5600; phoning (703) 617-8867 or DSN 767-8867; or accessing the ARI internet address <http://www.ari.army.mil>. Parts of the entire report can be read and downloaded using the free Acrobat Reader included with the report.

Sponsorship

by Personnel Directorate HQs USAREC

One part of being in the military means making moves. It’s an exciting and challenging time for soldiers and their families moving to a new duty assignment in a new location. All of us who made military moves have our own “war stories” to tell about the best and worst moves — that includes the sponsors who welcomed us to the new unit.

Military sponsorship involves the unit leadership, soldiers, and family members. Quality sponsorship means getting involved before, during, and after arrival of new personnel. In USAREC, sponsors have a greater responsibility to prepare incoming soldiers and their families for the assignment because about two-thirds of the soldiers in this command are located away from military installations. To most of these incoming personnel, station commanders, recruiters and their families are the Army in that town.

Sponsorship before the move starts with identifying incoming personnel and identifying sponsors. Then commanders send out a welcome letter giving information about the unit and identifying the sponsor’s name, address, and phone number. The exchange of information begins.

Sponsors in USAREC can check with their battalion Soldier and Family Assistance (SFA) office for information about sponsoring incoming personnel.

(Remember, the toll-free number to reach SFA offices is 800-790-0963.) Get to know the right questions to ask to assist incoming personnel make decisions about what to do at their current location before coming to a remote assignment. Such actions as updating identification cards, taking physicals, dental exams, updating powers of attorney, wills, updating Exceptional Family Member Program (EFMP) information such as individual educational plans should be done by the soldier and family member at the losing installation.

When soldiers and family members make the move to the new unit, sponsors should help them with temporary living arrangements and give them “survival” information (e.g., TRICARE procedures for that location and emergency phone numbers) to carry them until they formally in-process at the battalion. Family members are an important part of this welcome to the new duty location, especially if children are involved. Several battalions are working on youth sponsorship programs where kids can get involved welcoming newly arrived kids by giving them the information important to them.

Likewise, spouses can welcome new arrivals and help meet their relocation needs while introducing them to people and places in their new location.

After the move, sponsorship continues while the new soldiers and families settle into their new location. Helping new arrivals link with unit resources such as family support groups and civilian resources such as the American Red Cross encourages them to learn about their new location and get involved.

When USAREC families reflect back on their arrival in USAREC and the welcome they were given, how will they remember your involvement when they tell their “war stories”?

TRICARE update

Soldiers can now change their home address on DEERS by using the website, <https://www.tricare.osd.mil/DEERSAddress/>. The soldier should receive a confirmation of the address update by mail in about two weeks.

Hoop It Up

The Army is now part of the Hoop It Up, a series of 3-on-3 basketball tournaments that are currently touring the country. At each site the Army will have a tent and its rock climbing wall. Battalions hosting the event can also add equipment displays from local installations or Army Reserve units.

Each battalion may also enter up to 20 teams in the two-day tournament free of charge. Teams may be made up of recruiters, members of the Delayed Entry Program, or soldiers from local installations, or Army Reserve units.

The tournament stopped in Hartford, Conn., San Jose, Calif., Houston, Texas, Cincinnati, Ohio, Kean University, N.J., Dallas, Texas, during the month of June.

In July the streetball action will continue in Baltimore, Md., Boston, Mass., Seattle, Wash., Albuquerque, N.M., Kansas City, Kan., Minneapolis, Minn., and Milwaukee, Wis.

Cleveland, Ohio, Oklahoma City, Okla., Birmingham, Ala., Long Island, N.Y., and Portland, Ore., will host the tournament in August.

The action moves into Huntington Beach, Calif., New York, N.Y., Orlando, Fla., Washington, D.C., Phoenix, Ariz., and San Diego, Calif. in September.

Players in the tournaments are largely in the target market. Recruiters in several of the first events have generated several hundred leads.

Recruiters in these areas should contact their battalion A&PA for more details.

Outsourcing clerical support

The routine administrative and miscellaneous clerical duties demanded at the company level prevent the CLT from concentrating on the recruiting mission. Accordingly, a company resource to assist with these duties has been funded for FY01.

While the HQ is exploring the possibility of using reservists through the Program for Fiscal Integrity, outsourcing these duties to a commercial vendor is another option currently being staffed.

The vendor would provide on-site

personnel possessing the necessary skills, knowledge, and training to assist CLT in collecting, recording, reporting, distributing, and filing of recruiting production and resource data. Other duties would include, but not be limited to:

- Updating and maintaining the Company's Operations and Mission Accomplishment Board.

- Receiving, recording and reporting the number of accessions projected to join the Army (Floor Projections), mission accomplishment plan data, anticipated losses, etc.

- Receiving, recording, and reporting data associated with recurring special reports (i.e. end of month reports, vehicle usage and services, etc.).

- Screening and prioritizing phone calls, electronic mail, mail, distribution, and visitors.

- Preparing and maintaining all necessary records, reports and files in accordance with prescribed regulations.

- Typing, editing, formatting and printing a wide variety of documents for the CLT including correspondence, technical reports/notes and similar material.

Relieving the CLT of these duties will allow them to concentrate on training and production.

The proposed start date for this option, if elected, is 1 October 2000.

The on-site personnel will receive day-to-day guidance from the CLT, but will be directly supervised and managed by the CA's management staff.

Whichever option is elected, a company resource will be on board for FY01.

Tilley named as sergeant major of Army

Secretary of the Army Louis Caldera and Army Chief of Staff Eric K. Shinseki announced that CSM Jack L. Tilley had been selected to be the 12th sergeant major of the Army.

For the past two years, Tilley had been serving as command sergeant major for US Central Command at MacDill Air Force Base, Fla. He has 32 years of experience with the Army as an armored cavalryman, including a combat tour in Vietnam.

Tilley was sworn in June 23 after SGM of the Army Robert E. Hall retired, after 32 years of service.

As sergeant major of the Army, Tilley will serve as personal advisor to the Army chief of staff on all enlisted-related matters, particularly in areas affecting soldier training, noncommissioned officer leader development and soldier and family well-being.


The sergeant major of the Army devotes the majority of his time traveling throughout the Army observing training, and talking to soldiers and their families. He listens to their concerns and provides the chief of staff feedback and recommendations for the forces' well-being. He also sits on a wide variety of councils and boards that make decisions affecting enlisted soldiers and their families and is routinely invited to testify before Congress.

Tilley entered the Army at Fort Lewis, Wash., in 1966. He served in Vietnam as an armor crewman and scout driver for A Troop, 1st Squadron, 4th Cavalry, in September 1971. Since then, he has served in every position from squad leader to command sergeant major of the 1st Armored Division. He also served as command sergeant major for Task Force Eagle in Bosnia-Herzegovina.

Tilley spent much of his career in Germany and Fort Knox, Ky. He served at Knox as tank commander, instructor, operations sergeant, battalion and later brigade command sergeant major with the 194th Separate Armored Brigade. He also served tours at Fort Polk, La.; Fort Lewis, Wash.; and Fort Benning, Ga.

Prior to his assignment at US Central Command, he was command sergeant major of the US Army Space and Missile Defense Command, Arlington, Va.

His military schools include the Drill Sergeant School, Master Gunner Course, First Sergeant Course and the Sergeants Major School, where he graduated from Class 28 in 1987.

His awards include three Legions of Merit, the Bronze Star with V Device, three Meritorious Service Medals, Vietnam Service Medal and Campaign Medal, Presidential Unit Citation, two Overseas Service Ribbons, NCO Professional Development Ribbon, Drill Sergeant's Badge and Parachutist's Badge. 

story by

Joe Burlas

Army News Service

Some recruits signing Army contracts next month will also be offered civilian jobs that will be waiting for them upon successful completion of their initial enlistments.

Secretary of the Army Louis Caldera announced the new recruiting initiative, Partnership for Youth Success, to an audience of more than 70 corporate chief executive officers and human resource directors attending an "Investment in America Forum" June 5 at the National Defense University, Washington, D.C.

"Both the military and industry are facing a serious shortage in the number of available workers with the necessary skills and education to fill the ranks," Caldera said. "This represents a challenge for the Armed Forces' ability to provide for national security, and a challenge for industry's ability to sustain our national prosperity."

"...We want to propose to you that as we compete for talent, we can also work together in a way that can solve both our problems. The military can be a major source of skilled workers to fill the labor shortfalls that you are experiencing. At the same time, you can help us meet our manpower shortages by helping communicate to young people the value of military service — as preparation for life — as a future valued employee and a good productive citizen."

Commonly referred to as PaYS among senior Army leaders, the program will initially be limited to 5,000 Army recruits in selected military occupational specialties where agreements have been reached between the

Army and private sector. A list of those specialties will be released close to the program's July implementation date.

The 5,000 cap will likely be expanded to include more recruits and specialties as more companies hear about and join PaYS, according to MG Evan R. Gaddis, Commanding General of US Army Recruiting Command. "Pepsi, Ford, TriCon, and a bunch of other companies have expressed interest in being a part of this program," he said.

As a part of PaYS, the Recruiting Command and the Department of Labor have identified 63 military specialties which require licensing and certification for similar jobs in the private sector. The Army Continuing Education System will assist all soldiers, including those with PaYS contracts, in preparing for credentials associated with their military skill. The Army Career and Alumni Program will be responsible for final coordination with the partner company for PaYS soldiers preparing to transition.

Training for PaYS will be conducted using the Chain Teaching method. The software programs with easy-to-under-

stand tutorials will be distributed mid-July. Information on the program can be obtained on their homepage.


www.armypays.com.

Caldera recognized that with about half of first-term enlistees opting to leave the Army instead of making the service a career, many recruits can be considered temporarily loaned from their civilian communities. Military experience returns those young men and women to their communities better citizens and better employees, he continued.

The Secretary of the Army listed for the corporate America attendees the advantages industry and the Army will each accrue through PaYs. The private sector gets employees who are punctual, presentable, disciplined, mature, mission-oriented, hard working, team players, grounded in values and with a strong work ethic, and have the specific technical skills, training, and experience industry wants. In return, the Army gets a new recruiting tool.

New recruits who participate in PaYS remain eligible for other monetary and non-monetary enlistment incentives.

"This program will provide us the opportunity to identify the two- to four-year range jobs my company will need in the future and then encourage men and women to join the Army to get the skills needed for those jobs," said Art Veitch, senior vice president for the first PaYS partner, General Dynamics. "We've had good experiences with former military service members at General Dynamics."

The Department of the Army, The Peter F. Drucker Foundation, and The Conference Board co-sponsored the Investment in America Forum. 



This illustration from the Partnership for Youth Success homepage, www.armypays.com, lists just a few of the reasons why successful soldiers make successful civilian employees.

Army adventure van

story and photos by Nikki Angus
Recruiting Support Bn
USAREC



They said it would never fly. Well it doesn't because it was never intended to, but it is rolling.

The new Armor Adventure Van was dedicated at the Armor Conference at Fort Knox, Ky., on May 24, 2000. Dedicating the van were GEN John N. Abrams, Commander, US Army Training and Doctrine Command; MG B. B. Bell, Commander, US Army Armor Center and Fort Knox; MG Evan R. Gaddis, Commander, US Army Recruiting Command; and BG William L. Bond, Commanding General, Simulation, Training, and Instrumentation Command.

It was the culmination of over two years of planning and building the latest mobile asset for the Recruiting Support Battalion fleet and what was touted as "impossible."

The idea first came about in the spring of 1998 when then USAREC Area Support Group Commander, COL Carl Springer, approached COL Frank Gehrki, Chief of Staff, USAARMC, with this "good" idea. Gehrki briefed BG Robert Wilson, then DCG USAARMC, who liked the idea, and the project began. Recruiting Support Battalion and Office Chief of Armor were to work together to make this idea a reality. There were a lot of nay sayers and little cooperation at first, but as the project progressed and it looked like this egg might hatch, everyone wanted to jump on board and help. And with BG Wilson's transfer to USAREC as DCG-West, the dream seemed to come alive.

Recruiting Support Battalion under LTC Al Tanaka had the task of funding and managing the construction of the project and coordinating with agencies outside USAREC for support as agreed. OCOA was to provide armor-specific support. STRICOM signed on to provide much needed software that was user-friendly. Bionetics Corporation had the daunting task of taking a hollow shell of a trailer, and creating something that would be a showpiece for the Army,

USAREC, and Armor. Amid changing plans, receiving the necessary parts one at a time in no particular order, and sometimes in bits and pieces, they worked their usual magic and created a masterpiece by a group of master craftsmen, from woodworking wizards to graphics gurus.

This 18-wheel tractor-trailer includes the latest technology found in the M1A2.

As you enter the vehicle, to your right you will see three headphone sets, monitors, and track balls. At this station, you can take a virtual tour of an M1A2 tank or M3A3 Bradley fighting vehicle, listen to crewmembers talk about themselves and their duty positions, and learn information about the vehicles.

Moving on down the right side, you encounter a monitor showing a video of the Heritage of Armor. The next monitor shows what is going on inside at the tank commander and gunner stations with a switch that allows you to go from one sight picture to the other. The TC/gunner station is an M1 Simulation Networking (SIMNET) shell converted to an M1A2 turret. Visitors can fire at targets from either station. They can change magnification levels, laser, change from daylight to thermal views, just as one can do in the real tank.

At the end of the vehicle is the tank driver's simulator also converted to be M1A2-specific. Here visitors can drive across terrain while changing gears and driving at various speeds.

The visitor will then move to the "loader's" area, where a video will show the composition and effects of main gun ammunition. Visitors can test their strength in lifting a 120-mm round, view mockups of the different ammunition types, and get a look at the future Mounted Warrior ensemble.


After leaving the loader's area,

visitors can watch videos of either 19K armor crewman or 19D scout military occupational specialties to get an idea of what these career fields entail in the way of duties and responsibilities.

They will then encounter an actual HMMWV inside the 18-wheeler. Visitors can climb in the back where they will be able to use the Beamhit, a weapons simulation device, to try their skill at firing an M4 carbine rifle, or they can climb in the front seat to drive the HMMWV. Finally, there is an actual precision lightweight GPS receiver (PLGR) on display and another monitor that runs software to demonstrate global positioning technology. All displays and software use DVD technology.

Initial feedback is encouraging. It seems that the van is a hit among "Armor-types" and civilians. Everyone thinks it's great. The wrap alone will make you pause—bright Armor yellow with tank and fireball.

Its maiden voyage to the Indianapolis 500 was a huge success. There were inquiries from educators from several states as to how they could get this asset in their schools.

Well, this one didn't fly, but Recruiting Support Battalion is now working with Aviation Center in creating an Aviation Adventure Van. Who knows, maybe this next one will. 



GEN Abrams, MG Bell, BG Bond, and MG Gaddis after cutting the ribbon officially opening the Armor Van.

Developmental Counseling

What is it and why is it necessary?

Subordinate leadership development is one of the most important responsibilities of every Army leader. Developing the leaders who will follow you should be one of your highest priorities. Your legacy and the Army's future rests on the shoulders of those prepared for greater responsibility.

Just as training includes AARs and training strategies to fix shortcomings, leadership development includes a review of performance and agreement on a strategy to build on strengths or methods to improve upon weaknesses. Soldiers are entitled to know what is expected of them and how they are performing. Leaders conduct reviews and create action plans during developmental counseling.

Leadership development reviews are a means to focus on the growing of tomorrow's leaders. Think of them as after-action reviews with a focus of making leaders more effective every day. These important reviews are not necessarily limited to internal counseling sessions.

Leadership development reviews are a component of the broader concept of developmental counseling, which is subordinate-centered communication that results in an outline of actions necessary for subordinates to achieve individual and organizational goals and objectives. During developmental counseling, subordinates are not merely passive listeners; they are actively involved in the process.

Developmental counseling normally results in a plan of action that helps the subordinate achieve individual goals and objectives. Developmental counseling is a two-person effort. The leader's role is to assist a subordinate in identifying strengths and weaknesses, creating a plan of action, and then supporting the subordinate throughout the plan's

implementation and assessment. The subordinate must be forthright in his commitment to improve and candid in his own assessment and goal setting.

Leaders are responsible for developing their subordinates. Unit readiness and mission accomplishment depend on every member's ability to perform to established standards. Supervisors must mentor their subordinates through teaching, coaching, and counseling. Leaders coach subordinates the same way any sports coach improves his team: by identifying weaknesses, setting goals, developing and implementing a plan of action, and providing oversight and motivation throughout the process. To be effective coaches, leaders must thoroughly understand the strengths, weaknesses, and professional goals of their subordinates.

Qualities such as respect for subordinates, self and cultural awareness, credibility, and empathy will help the leader to assume an effective role during the counseling session.

Counseling Process

- Identify the need for counseling
- Prepare for counseling
- Conduct the counseling session
- Follow-up

Need for counseling

- Counseling associated with an evaluation
- Counseling required by command or unit policy
- Focused, two-way communication aimed at subordinate development

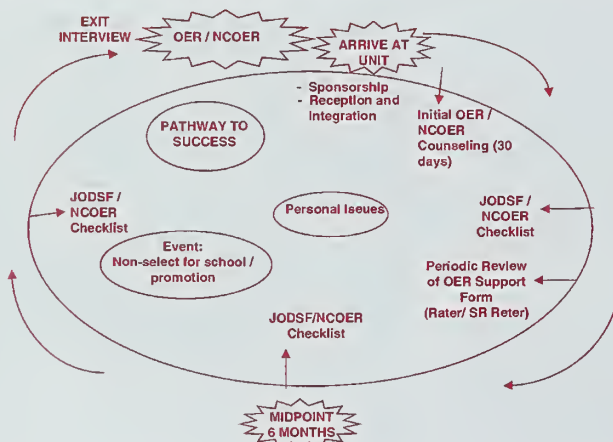
Preparation for counseling

- Select a suitable place
- Schedule the time
- Notify the subordinate well in advance
- Organize the information
- Outline the components of the counseling session
- Plan a counseling strategy
- Establish the right atmosphere

The Counseling Session

- Open the session
- State the purpose of the session
- Subordinates assume an active role in the session and maintain responsibility for their actions.
 - **Discuss the issue**
 - Jointly develop an understanding of the situation.
 - Support points with facts/observations.

Counseling Cycle Continuous Process



- Establish relevance between the issue and individual/unit goals
- As a leader, be an active listener, respond and question appropriately
- Develop a plan of action
- Actions should facilitate the attainment of goals
- Actions should be specific enough to drive behavior
- Plan may entail contacting a referral agency
- **Record and close the session**
- Summarize the counseling session
- Discuss implementation of the plan; check for understanding and acceptance
- Identify leader's responsibilities
- Discuss the issue
- Develop a plan of action
- Record and close the session

Follow-Up

- Assess the plan of action, and modify if necessary
- Support subordinates while they implement their


plan of action

- Teach, coach, provide time and resources
- Follow-up counseling, making referrals, inform chain of command, and take corrective measures

Some common mistakes for leaders during counseling sessions are personal bias, rash judgments, stereotyping, loss of emotional control, inflexible methods of counseling, and improper follow-up.

FM 22-101, Leadership Counseling, has been rescinded and information on counseling can be found in the new FM 22-100, Army Leadership, Appendix C, the Leadership Review and Developmental Counseling.

This new counseling doctrine retains almost all the principles of counseling currently addressed in FM 22-101, but shifts the focus of counseling to development and to a more subordinate-centered, less directive approach. The new counseling form follows the counseling process in the new doctrine.

For more detailed information on counseling, the proponent for Developmental Counseling is the Center for Army Leadership. Their website is www.counseling.army.mil. Slide presentations are available and can be downloaded to use for training purposes. 

DEVELOPMENTAL COUNSELING FORM			
For use of this form, see FM 22-100, the proponent agency is TRADOC			
AUTHORITY: 5 USC 301, Departmental Regulations; 10 USC 3013, Secretary of the Army and E.O. 9397 (SSN) PRINCIPAL PURPOSE: To assist leaders in conducting and recording counseling data pertaining to subordinates. ROUTINE USES: For subordinate leader development IAW FM 22-100. Leaders should use this form as necessary. DISCLOSURE: Disclosure is voluntary.			
DATA REQUIRED BY THE PRIVACY ACT OF 1974			
PART I - ADMINISTRATIVE DATA			
Name (Last, First, MI)	Rank/Grade	Social Security No.	Date of Counseling
Organization		Name and Title of Counselor	
PART II - BACKGROUND INFORMATION			
Purpose of Counseling: (Leader states the reason for the counseling, e.g., performance/professional growth or event-oriented counseling, and includes the leader's facts and observations prior to the counseling.)			
PART III - SUMMARY OF COUNSELING			
Complete this section during or immediately subsequent to counseling.			
Key Points of Discussion:			
OTHER INSTRUCTIONS This form will be destroyed upon: reassignment (other than rehabilitative transfers), separation at ETS, or upon retirement. For separation requirements and notification of loss of benefits/consequences see local directives and AR 635-200.			

DA FORM 4856, JUN 1999

EDITION OF JUN 85 IS OBSOLETE

USAPA V1 00

Plan of Action (Outlines actions that the subordinate will do after the counseling session to reach the agreed upon goals). The actions must be specific enough to modify or maintain the subordinate's behavior and include a specified time line for implementation and assessment (Part IV below).	
Session Closing (The leader summarizes the key points of the session and checks if the subordinate understands the plan of action. The subordinate agrees/disagrees and provides remarks if appropriate.) Individual counseled: <input type="checkbox"/> I agree <input type="checkbox"/> disagree with the information above. Individual counseled remarks:	
Signature of Individual Counseled: _____ Date: _____	
Leader Responsibilities (Leader's responsibilities in implementing the plan of action.)	
Signature of Counselor: _____ Date: _____	
PART IV - ASSESSMENT OF THE PLAN OF ACTION	
Assessment: (Did the plan of action achieve the desired results? This section is completed by both the leader and the individual counseled and provides useful information for follow-up counseling.)	
Counselor: _____ Individual Counseled: _____ Date of Assessment: _____	
Note: Both the counselor and the individual counseled should retain a record of the counseling.	

REVERSE, DA FORM 4856, JUN 1999

USAPA V1 00

Recruiting more women focus for Army Reserve

story by

MAJ Mark Zimmer

Program Mgr, USAR Advertising

The Army Reserve is being more successful than ever recruiting women. In FY99, out of the 35,035 USAR recruited soldiers, almost 25 percent were women (DA mission). So far in FY00 women make up more than 30 percent of the new recruits. There is more potential in targeting this population since almost all of the positions in the Army Reserve are open to women and there is less competition from the other armed services. MG Thomas J. Plewes, Chief, Army Reserve, said the USAR can bring in up to one-half total women in the force. Focus groups were recently conducted to find out what issues are important with this group, a special advertising/marketing campaign has begun, and women cyber-recruiters hired to better publicize opportunities for women to serve in the Army Reserve.

The focus groups, conducted in January of this year, consisted of women aged 16-24 either high school students or graduates. These sessions were conducted in three representative cities around the United States: Cincinnati, Ohio; Oklahoma City, Okla.; and San Bernardino, Calif. This qualitative research was designed to identify female prospects' perceptions, reactions, and attitudes concerning Army Reserve enlisted service.

A partial summary of the findings of these focus groups and some implications for recruiters are as follows:

- Short-term goals (five years or less) and aspirations for high school and college students are easier to define than longer-term goals. The women's priorities are mainly grades, graduating,

making money, or for college women building a resume and networking to obtain a good job. The six-year obligation is a significant obstacle.

- Personal skills and obstacles young women think they need to cultivate and overcome to achieve their goals are those the Army Reserve can provide: self-confidence, discipline, motivation, and money for college.

- For many, college is often expected and not an option. Many feel the life-skill benefits associated with military are also obtainable through college experience.

- Most do not have a clear idea of the types of jobs females have in the Army Reserve.

- They are aware that females are in all branches of the military, and assume they perform the same jobs as their male counterparts. The top-of-mind perception is that females in the military are "butch," although most suspect they really can be "just about anyone."

- No one is aware of the specific monetary incentives offered by the Army Reserve, but when informed of the specific amounts, most are impressed, and a few think it's compelling enough to seek additional information.

- Most do not know when they would receive the benefits (life skills, job skills, and monetary incentives) obtained from joining the Army Reserve. It is understood that because the Army Reserve is part-time they can concurrently go to school and/or work and still serve in the military.

- The objections in order of importance: length of commitment, personal danger, demanding physical training, taking orders, getting yelled at, and getting up early in the morning. Some are already over-committed and do not

feel they would have time for even a part-time commitment.

Some specific suggestions for recruiters include:


- Deliver Army Reserve message in the high schools and to the grad market when they have a female audience. If female recruiters are unavailable, consideration should be given to obtaining recruiting support from female veterans or obtain help from area females who are active in USAR.

- Monetary benefits need to be stressed by recruiters and included in various communications vehicles since it is often the trigger point to seek more information. When they will get the money needs to be emphasized.

- The Army Reserve offers part-time commitment, personal skill benefits, monetary benefits, and challenges. All of these should all be considered as a package when comparing it to other part-time job opportunities. The prospects also need to know how the benefits can immediately be useful in their civilian life.

The USAR is debuting a new print advertising campaign that will run in women-targeted publications, such as, *Seventeen*, *Sports Illustrated for Women*, *Latina*, and *Self*. The ads are designed to broaden the Army Reserve's appeal and motivate young women to contact a recruiter. In addition, SFC Rhonda M. Berry (AGR), the first ever full-time woman cyber-recruiter, started duty May 30 in the <http://www.goarmy.com> chat room. Berry, from the Chicago Battalion, will share her experiences on-line about life as a female reservist and provide a woman's perspective on being a citizen soldier.

Additional information can be obtained by contacting MAJ Mark Zimmer at Zimmer@usarec.army.mil.



BE
YOUR OWN
SWEET SELF
98%
OF THE TIME,
AND
SUPER WOMAN
THE OTHER
2%.

ARMY RESERVE

AS LITTLE AS ONE WEEKEND A MONTH AND TWO WEEKS A YEAR CAN GIVE YOU SKILLS, EXPERIENCE
AND SELF-CONFIDENCE THAT WILL PAY OFF AT SCHOOL, AT WORK, IN EVERYTHING YOU DO.

The Army Reserve is a part of the U.S. Army. It's the only place you can get the best of both worlds.

The new advertisement poster for the Army Reserve.

Inspiration - the true spirit of nursing

story and photos by
Patricia Leathem
HQ USAREC A&PA

The Army Nurse Corps Spirit of Nursing Award Program was established in 1991 in cooperation with the National Student Nurses Association (NSNA). It provides multiple opportunities for Army Medical Department counselors and health care recruiters to make positive direct contact with key centers of influence at nursing schools. The program recognizes undergraduate nursing students for exemplary academic, community, and professional achievements. Each year, nursing school faculties across the country nominate one student from their school to receive the national Spirit of Nursing Award (SON). A board of representatives from both the ANC and NSNA meets to select one student from the nominees to be presented with the SON Award at the NSNA Annual Conference.

The ANC presented this year's coveted Spirit of Nursing award at the NSNA Annual Conference in Salt Lake City, Utah, April 12-16, 2000. USAREC's AMEDD exhibit was among many vying for attention from over 3,000 conference participants. The highlight of the week-long conference was the awards ceremony sponsored jointly by ANC and NSNA on April 13.

COL Gwendolyn Fryer, Chief, Army Health Services Division, USAREC, spoke to the conference about her three-year association with NSNA, her respect for the nursing profession, and her experiences as SON program coordinator. This is Fryer's last year in her current assignment and among her parting words were praise for the Army Medical Department Healthcare Team.

"This team is comprised of professionals who work together to improve

the health and wellness of soldiers and their family members throughout the world, while concurrently making a positive impact and contribution to healthcare around the world," said Fryer.

She introduced COL Deborah Gustke, Deputy Chief, Army Nurse Corps. Gustke reminded the audience of the significance of the SON Award, which recognizes exemplary performance in four areas of student life: academic, community, professional, and leadership. This year's recipient was unanimously nominated by the faculty of her college and unanimously selected

and ultimately achieve her goal, because her journey had been long and difficult.

Vega is a 43-year old senior student at Alverno College Nursing School in Milwaukee, Wis. For most of her life she did not believe she was "good enough" to be a nurse. Vega had received no words of encouragement and no offers of support while growing up. After her husband was laid off from his place of employment several years ago, she became the family breadwinner and obtained a job at St. Luke's Hospital in Milwaukee as a dietary aid in the hospital kitchen. Eventually she transferred to the x-ray department where her co-workers encouraged her to pursue her interest in the medical field. She was still hesitant because she had to support her family, and it had been years since she'd attended school. After transferring in and out of the hospital's central services division, Vega found herself working as an aid in the emergency room—and loving it.

Fate played a part in her destiny. Because of poor eyesight, Vega did not have a driver's license. So when she decided to follow the advice of her co-workers and take "a couple" of college classes,

she chose to attend Alverno College because it was located within walking distance of her home. As Vega soon discovered, Alverno College is a nationally recognized pioneer in ability based education. According to Dr. Schulte, "The abilities are developmental and integrative in nature. As the student progresses through her program of studies, she is held responsible for her previously established skill as the ability intensifies and becomes more complex."

Alverno College appealed to Vega for another reason — the students were all women. The faculty and staff of Alverno understand the many challenges facing women today and have developed their philosophy of education to provide



Kathleen R. Vega of Alverno College, Milwaukee, Wis., receives the 2000 ANC/NSNA Spirit of Nursing Award from COL Gustke.

by a board from 330 nominees. Mrs. Kathleen R. Vega was named as this year's SON award recipient and Gustke presented her with a marble and stone-engraved trophy. Gustke read Vega's credentials and accomplishments, acknowledging that she reflects the true spirit of the nursing profession in every facet of her life.

Dr. Judeen Schulte, Professor and Chair of the Alverno College Division of Nursing concurred stating, "She exemplifies the highest standards, values, and qualities of nursing and these are shown by the spirit with which she approaches everyone and everything and by her spirit-filled existence." A "spirit-filled existence" is certainly what Vega needed to pursue

programs of study that meet these challenges. Their mission is “the personal and professional development of women; the Alverno learning process is focused on the outcomes of the student’s education.”

Vega’s choice of profession and college proved to be a perfect fit. Academically, she excelled. She received \$8,500 in scholarship money from the Alverno Presidential Merit Scholarship, the National League of Nursing Scholarship, the Will Ross Foundation Scholarship, and the James O. Wright Foundation Scholarship. She was nominated by the Alverno faculty to receive the Milwaukee YWCA Woman of the Year Award, wrote an article about her life that was published in the *Milwaukee Journal/Sentinel*, and is the focus of an article published in *Woman’s Day* magazine this year. Also, her life story chronicling her 21-year struggle toward her goal will be published in *The Wisconsin Woman Magazine*.

According to Professor Schulte, “Ms. Vega has consistently produced assignments and demonstrated her integration of abilities and knowledge in superior ways. Further, she has generously used her knowledge and abilities to serve her peers and the community.”

Vega’s accomplishments and contributions are many. She is a member of the Alverno College Student Nurses Association and of the Wisconsin Student Nurses Association, a Peer Mentor, a Peer Tutor for nursing courses, and a Nurse Intern in the St. Luke Medical Center emergency room. She was the Alverno College Student Nurses

Association President and Events Committee Chair, and she conducted study groups for nursing and science courses.

If her responsibilities as wife, mother, employee, and student weren’t enough, Vega manages to donate considerable time to volunteerism. She is a Health Fair Volunteer, participates in blood drives, church events, Seminar Days, and High School Visitation Days. She is on the Alverno Student Panel for Incoming Students, she served meals at the Milwaukee Rescue Mission, organized a Necessities Drive for Joy House, purchased presents for Children With AIDS, and teaches nursing courses at the Morgandale Elementary School.

In 1997, Vega was well on her way to achieving her life-long goal. In addition to making professional and academic progress, her personal life was greatly enhanced when she underwent successful eye surgery to improve her eyesight. But 1997 was a memorable year for another reason — a reason that turned her life upside down and seriously jeopardized her dream. Vega’s oldest son, who was enrolled at the Air Force Academy, fell while mountain climbing. He lay severely injured for approximately 24 hours before being rescued by Military Police. Vega left school and Milwaukee to be with her son. He was in critical

condition for three days before being upgraded to serious condition and evacuated to Wilford Hall Medical Center, Lackland Air Force Base, San Antonio, Texas, where he underwent 16 ½ hours of reconstructive facial surgery during his three week hospital stay. Vega and her family were by his side and remained supportive during his long, painful recovery and



The ANC exhibit—one of the most popular at the Conference-- attracted a wide variety of nursing students.

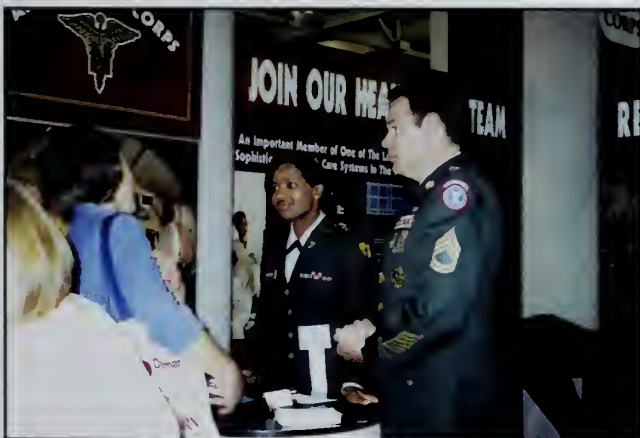
continued surgeries and therapy. Even with her son’s situation, Vega’s dream remained a solid force in her life, and in May 2000, she received her nursing degree — and, incredibly, her son graduated from the Air Force Academy.

Vega is dedicated to nursing and to serving families requiring emergency care — and to telling her story of courage and perseverance in an effort to encourage others.

“I hope to inspire other women, especially those in their thirties and forties, that it is never too late to go back and get the education that they always have dreamed of but were too afraid to pursue. After all, I realized at age thirty-seven that I wanted to fulfill my dream and mustered up enough courage to do so.”

Besides excelling in her academic major of Nursing, Vega minored in Spanish, a language in which she has become fluent. Having cared for members of the Spanish-speaking community, Vega hopes to become an advocate for their future healthcare.

Vega’s ability to touch others is truly remarkable, which was never more clearly evident than during the ANC sponsored reception following the awards ceremony when a woman in her late thirties approached Vega. The woman told her she’d read the magazine articles about her life and that they led her to pursue the career in nursing she’d always wanted. “I just wanted you to know that you’ve been a real inspiration to me,” the woman said. Reading such a statement is one thing; seeing this happen in real life is another. 



CPT Corrina Barrow and SFC Alan Griffith of the 6th Bde AMEDD exchanged information with nursing students.

USAREC's on-line college recruiting course

www.collegesoldiers.net

by Bill Kunisch

*Education Division, USAREC
and John Swensson
Professor, DeAnza College*

The percentage of high school seniors entering college has continued to increase each year. There are now approximately 70 percent of all I-IIIBs going immediately on to college after graduation and 80 percent of all I-IIIAAs are entering college. It was not difficult to realize that the quality grad market could no longer be found at home, but on the nation's college campuses. Over the past 12 months this realization has led to the development of the command's efforts to recruit in the postsecondary market.

To accomplish this task, one major problem existed. Most commanders and recruiters attending the Recruiting and Retention School were only being taught how to recruit in the high school market, and little formal training was available on how to recruit in the colleges. This past fall, classes on college recruiting were developed and added to all the courses at the RRS. The need to train those currently in the field and to provide one place where commanders and recruiters could find ideas and techniques for college recruiting led to the development of the online college recruiting course.

The site was based on the need to shift into the grad market and the desire to have a readily accessible site that could be used for teaching and learning about the topic of college recruiting at a variety of levels. MG Evan R. Gaddis, USAREC Commanding General, foresaw the need and blessed the concept in August 1999, and BG Robert Wilson, DCG-W, oversaw its implementation. The Education Division of Recruiting Operations, the outstanding faculty of the RRS, and Mr. Ben Buckley, the Concurrent Admissions Program (ConAP) Program Manager were consulted every step of the way. Other major contributors to the site included the US Army Cadet Command, USAREC Advertising and Public

Affairs, and CSM (ret.) William G. Fitzpatrick.

The web site at <http://www.collegesoldiers.net> is a compendium of what we know about successful college recruiting, as well as a place for commanders and recruiters to share their ideas about what has been successful for them. Everyone is welcome to visit the web site at any time in order to study the material, and to make suggestions about how to recruit in colleges, in any one of the 10 PROTALK sections. PROTALK is an electronic bulletin board that you complete at the site.

WWW.COLLEGESOLDIERS.NET consists of 11 instructional units broken down by subject matter.

Each of the first 10 units has a PROTALK area where commanders and recruiters may enter their ideas about college recruiting, and read what others have written. So while it is written around a base of information, it is a dynamic, ever-changing site that gets its dynamism from recruiter input. Battalions, companies, and stations are welcome to use the site for local training at any time.

The site contains links to college web pages, college newspapers, USAREC forms and publications used in college recruiting, and Powerpoint slide presentations on college recruiting. It also contains information and tips on using the web and e-mail in order to recruit in colleges. The web is critical to college recruiting since there is so much information about colleges on the web, and e-mail is the college students' preferred (and most efficient) method of communication. (Before using e-mail in your recruiting, be sure that you read USAREC's Internal How-to-Guide, "How to Use E-Mail to Assist Your Recruiting Efforts," which can be found at <http://hq.usarec.army.mil/apa/index.htm>.)

All company leadership team (CLT) members are required to familiarize themselves with this course. To accomplish this, they need to complete the registration form at the beginning of the site and to make an entry in four of the

PROTALKS. USAREC also runs a monthly class of some 30 recruiters who are assigned to recruit in the colleges. The monthly class centers on a recruiter preparing a College Recruiting Plan, including a local advertising plan. The CLT involvement is required with both of these plans. Anyone wishing to participate formally in the class, should contact either his/her battalion master trainer or education service specialist.

Recruiters should understand that you are a partner with the college at which you are recruiting. You offer educational benefits, financial aid, and job training, just as the college does. You will be pleasantly surprised to learn and discover how your objectives and the college's objectives can feed off each other with a recruiting synergy; in short, you are a college partner. If your college has ROTC (or even cross enrollment with a local program) so much the better, ROTC is another partner of both the colleges and USAREC. You should start your work on a college campus by talking with them.

If you have any questions concerning the online course, you can contact Mr. Bill Kunisch, Chief of the Education Division, USAREC, or Mr. John Swensson, professor at DeAnza College by e-mail and/or telephone at: william.kunisch@usarec.army.mil, (502) 626-0771, and swensson@fhda.edu, (408) 864-8929.

WWW.COLLEGESOLDIERS.NET

Instructional Units.

- Unit 1 - Organization and Types of Colleges
- Unit 2 - Prospecting in Colleges
- Unit 3 - Highly Effective Concurrent Admissions Program
- Unit 4 - College Lists and Lead Refinement List Production
- Unit 5 - Local College Advertising and Total Army Involvement in Recruiting
- Unit 6 - Combat Multipliers - ROTC/ALSA/NG
- Unit 7 - USAR Recruiting in Colleges
- Unit 8 - Active Component Recruiting in Colleges
- Unit 9 - Multicultural Recruiting in Colleges
- Unit 10 - Creating a College Recruiting Plan
- Unit 11 - The USAREC College Recruiting Plan



Chaplain's Motivational Notes



by Chaplain (LTC) Jim Stephen
USAREC HQ

One of my first assignments as a chaplain was with the 2nd of the 327th Infantry (2nd Battalion, 1st Brigade, 101st Airborne Division (Air Assault), Fort Campbell, Ky.) Their motto was "No Slack." I was told they got their motto because they had accomplished more combat missions in Vietnam than any other infantry battalion.

In an attempt to inspire the battalion, I wondered if I could find a scripture in the Bible that made any reference to "No Slack," (i.e., being asked for more support or more help than anyone else.) In my search I found a scripture in the book of Joshua, Chapter 10. The children of Israel and Joshua specifically had made the Amorite kings nervous and fearful. So five Amorite kings had joined together and were laying siege on the city of Gibeon. Then in verse six we read:

"6. And the men of Gibeon sent unto Joshua to the camp to Gilgal, saying, *Slack not* thy hand from thy servants; come up to us quickly, and save us, and help us: for all the kings of the Amorites that dwell in the mountains are gathered together against us.

7. So Joshua ascended from Gilgal, he, and all the people of war with him, and all the might men of valor." (Joshua 10:6-7 KJV)

These two verses became "the battalion scripture," and my radio call sign became "*slack not*." I reminded them, and I now remind you of the need for "Mighty Soldiers of Valor." We need soldiers willing to come to the rescue, quickly, to save our country and our Army from those who would take it away. I am convinced more and more, that we as a command need to feel a love for our


country, a love for our military, and a love for the people we are trying to put into uniform (and boots) every day.

Love is a powerful message, and most everybody wants it. Just recently, a computer virus was promulgated under the subject heading, "I love you." The author knew that the message, "I love you" is irresistible to most people, and that the message would be opened, even when the author was unknown.

I would like to suggest that success in recruiting, success in your marriage or relationships, success in finding joy or happiness in your assignment is inseparably connected to love. If you love your country, your Army, your work then you are involved in a labor of love rather than doing just a job. If you love your spouse or significant other, then you have reason to make a lasting relationship based on commitment, trust, and honor. If you love the people you are assigned to recruit, your neighbors, your fellow workers, then you will be happy with your assignment and reap a generous reward.

The author *Harry Emerson Fosdick* once wrote: "The customary standard is reciprocity – being fair to those from whom we have received good will, etc. Far past *that* went Jesus' thinking. Be decent, he said, when others are decent or not. Never let your rightness depend upon another's conduct. Do not hate because you are hated, or revile because you are reviled. If two blows must be given, prefer taking both to giving one. Never let vindictiveness be the motive or retaliation the standard of your conduct, else your conduct will be at the mercy of others' ill behavior. Keep your own criteria of character intact and independent. Love even when hated, bless even when cursed."

Can you believe it? The Chaplain wants you to have love in your heart for that young man or young woman before you put them under contract, and think of it as doing them a great service and honor. They, too, will become "Mighty Soldiers of Valor," just like you. And yet, the rewards for doing so will change your life, and that of your family.

Let me know how love has changed your life. Send me a message at: (James.Stephen@usarec.army.mil), God Bless every one of you. 

POV Safety - Don't be a victim

by COL Stephen Cellucci
Cdr, Recruiting Spt Bde

On average Army wide, one soldier dies every three days in a privately owned vehicle accident. Thus far in FY00, 58 soldiers have perished in POV accidents. Although this is a decrease over the previous year, it is an alarming and unacceptable statistic.

In FY99, 124 soldiers were killed in car, truck, and motorcycle accidents. Automobiles have killed more soldiers than field exercises, tactical vehicles, or any other soldiering activity.

There are no new causes, just new victims. Most of the fatalities cite the same causes: speed, fatigue, alcohol, traffic rule violations, and not wearing seatbelts. Leadership must make a difference and we must continue to emphasize responsibility, accountability, and awareness/training. Your involvement is paramount in gaining control of this situation, influencing how our soldiers operate their POVs and stopping this tragic and needless loss of life. Positive, hands-on leadership at all levels is imperative.

The Director of Army Safety has developed a model POV safety program, which is included into MG Gaddis's Safety Policy. The Chief of Staff of the Army has directed that this six-point program be used in every unit. It is the minimum standard. The model POV safety program requires: Command Emphasis, Discipline, Risk Management, Standards, Provide Alternatives, and Commander's Assessment.

1. Command emphasis: positive leadership at all levels is imperative. Leader emphasis on POV safety must be unrelenting. Our junior officers and non-commissioned officers see their soldiers every day. They should know where their soldiers go, what they do, and then assert positive influence on how, when, and where they operate their POVs.

2. Discipline: our junior leaders work with their soldiers daily and know them

well. Soldiers sometimes telegraph signals that translate later into accidents. Negative behavior such as traffic offenses, alcohol abuse, misconduct, and poor performance often are indicators of potential POV accident victims. Identify "at risk" soldiers; counsel them; take proactive measures to modify their risky behavior.

3. Risk management: Use risk management. Identify hazards associated with POV operations; assess the hazards; make decisions to control them; implement the controls; and supervise execution. The Director of Army Safety has prepared a POV risk management toolbox for commanders and leaders. This toolbox provides a comprehensive set of tools and controls that have proved successful throughout our army. The toolbox is available at <http://safety.army.mil/pages/pov/index.html>. Use it. Make it available to leaders at all levels.


4. Standards: Set high and unmistakable standards. Enforce them. Follow Army regulatory traffic standards. Be uncompromising on the use of seatbelts and motorcycle safety equipment. Educate soldiers on the risks of speed, fatigue and use of alcohol. Conduct mandatory POV safety inspections and random roadside checks. Emphasize the use of designated drivers for social events.

5. Provide alternatives: Provide alternatives for soldiers to driving POVs. Schedule activities on post to keep soldiers on post and off the road. Keep gyms, recreation centers and other places soldiers use off-duty open later. These same measures also can provide alternatives to alcohol use. Look for transportation alternatives as well. Promote use of alternate transportation methods to POV use. Prominently post public transportation schedules. Where possible, use morale, welfare, and recreation (MWR) services to provide buses or vans to transport soldiers to the places they go when off-duty. Arrange reduced hotel rates in nearby communi-



ties to encourage soldiers to remain overnight on weekends and stay off the highways late at night.

6. Commander's assessment: Following every fatal and serious injury POV accident, commanders will conduct an assessment of the accident with the involved soldier's chain of command. Determine what happened, why it happened, and how it could have been prevented. Implement corrective and preventive measures. Publicize lessons learned.

Every Army leader has a responsibility to end these tragic and needless POV fatalities. We cannot accept the current POV fatality trend. Hands-on leadership will make a difference. This is leaders' business at every level of our Army. 

POV Six Point Safety Program

1. Command emphasis
2. Discipline
3. Risk management
4. Standards
5. Provide alternatives
6. Commander's assessment

Other safety info is available at <http://safety.army.mil/pages/pov/index.html>.

The Way I See It

Vision implies change. Change is upon us. We are better off to participate in change and to help shape it than to be dragged along by change. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations? Share them on the space below and mail this according to the instructions on the back of this form, postage free.

Please be as detailed as possible when citing examples for improvement. Recruiters, support staff, and family members are encouraged to use this space to voice ideas and concerns. If you desire a direct response to your comments or suggestions, please include your name and address. Names are *not* required.

Dear Chief of Staff:

Teamwork: Working together as a team, we can accomplish more than working as individuals. Share your vision for the future of the US Army Recruiting

Command. All forms are mailed to and received directly by the USAREC Chief of Staff, Fort Knox, Ky.

Fold here second and secure with tape

DEPARTMENT OF THE ARMY
HEADQUARTERS
U.S. ARMY RECRUITING COMMAND
FORT KNOX, KY 40121-2726

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Fold here first

US Army celebrates 225 years

story and photos by
Tom Tiernan
HQS USAREC A&PA

What would you do if you threw a party and millions of people turned up?

That's what Recruiting Command expects to happen during its seven-month celebration of the Army's 225th Birthday. "Operation: Sea to Shining Sea," is designed to provide recruiters with several opportunities to connect with the American public and to remind them of the Army's contributions to American society.



Individuals participated in the rock climbing wall at the Fort Lauderdale Sea and Air Show.

Through the month of May, more than five million Americans participated in the celebration, including more than two million at the celebration's kick-off May 6 & 7 at the Fort Lauderdale Sea and Air Show.

Under sunny south Florida skies and along five miles of the city's spectacular white sand beaches, visitors to the two-day event took advantage of the opportunity to see their Army up close. An equipment display featuring a Bradley

Fighting Vehicle, a Humvee, and the Army Adventure Van greeted spectators as they arrived for the show. Thousands took up the challenge to climb Recruiting Support Battalion's rock climbing wall while others tried their aim against some of the Army's best marksmen.

A culinary arts team from Fort Lee, Va., provided samples of Army cooking out of a mobile kitchen provided by the Florida National Guard. Visitors also took advantage of the opportunity to meet some of the nation's Olympic hopefuls as members of the World Class Athlete Program signed autographs and shared training tips. A replica of the Army Coca-Cola 600 NASCAR vehicle was also a popular stop as spectators made their way to the beach, where they could also visit a first aid station provided by the Army Reserve.

The Army's participation in the annual event wasn't limited to just the ground. Throughout the weekend the Golden Knights wowed spectators with their precision parachuting while the "Volunteers" of the Army Field Band filled the air with contemporary music that had the crowds up and dancing. Special Forces soldiers from the Florida National Guard added to the occasion performing rappelling demonstrations at a local hotel and out of a helicopter over the beach.


According to event organizer, Mickey Markoff, the other services have always had a significant presence at the event. This year marked the first time the Army landed on the beach with a major effort.

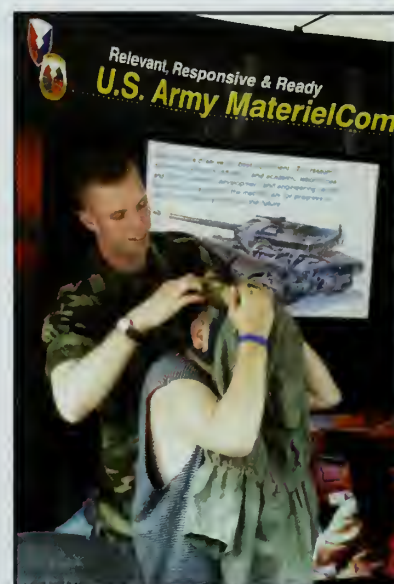
The Army Birthday celebration moved southward on May 8 as the Florida Marlins hosted the first birthday salute in a major league baseball park.. Miami Battalion commander, LTC Paul Rey, took to the mound to throw out the first pitch after the Golden Knights flew in the colors during the National Anthem.

The command's observance of the Army's birthday continued at the Joint Service Open House at Andrews Air Force Base, Md., May 18-21 and at the Coca-Cola 600 Festival and race

May 25-28. At the race, the number 31 car driven by Mike Skinner and sponsored by Lowe's was repainted to honor the Army as part of a salute to the Armed Forces.

The highlight of the observance occurred June 14, the Army's official birthday, as citizens and recruiters joined together all across the nation. With more than 1,000 cake cuttings scheduled, almost every major American city participated in the celebration. One of the major events that day took place in New York City where the Yankees hosted the largest ever birthday celebration in Yankee Stadium history. Other highlights included: Houston Battalion's recruiter and centers of influence dining out; ceremonies honoring the Army during the College World in Omaha, Neb.; and the San Diego Padres pre-games ceremonies featuring the Golden Knights.

In addition to the Padres and the Yankees, 10 other major league teams hosted the Army on June 14. Many of those teams not playing at home on the birthday will host events sometime during the season. Fifteen minor league baseball teams hosted events on June 14th with 48 other teams honoring the team before or after the birthday. 



A soldier from the US Army Materiel Command helped a youth put on a protective mask.

Training Directorate incorporates new training initiatives

by Dottie Pack

A&PA, USAREC

One of the most important responsibilities is the recruitment of outstanding young men and women from across the nation to serve in America's Army. At a time when the world's greatest Army is busier than ever, recruiting challenges are hurting our ability to meet the congressionally set end strength goals. This impacts readiness, personnel tempo, and retention. As a result of this, the Secretary of the Army has reviewed the complex business of the recruiting force.

"I have been tremendously impressed with the dedication, hard work, and sincere commitment of all those in the Army who are engaged in this vital effort," said Secretary of the Army, Honorable Louis Caldera. "Moreover, it is clear that our current operation accomplishes a tremendous amount. The challenges we face today, including a rapidly changing and fiercely competitive job market, will require all of us to rethink some of what we do, to innovate and to expand our efforts to reach broader markets if we are to succeed in bringing in quality recruits in sufficient numbers."

To ensure the continued support of the American people for the Army as the future force and future leaders are being recruited, the Secretary of the Army has directed action be focused on several new initiatives following in line with USAREC Commanding General, MG Evan R. Gaddis' vision for the future of the recruiting force.

One of the initiatives is the upgrading of the recruiting sales force. The HQs Training Directorate has been working several projects in conjunction with the Secretary of the Army initiatives and the CG's vision. They are Recruitor Tutor, ARISS 2000, USAREC University, and Leading Edge Recruiting Station.

Recruiter Tutor, better known as RT XXI, will be introduced to the recruiting force beginning 1 August 2000. After the initial distribution, RT XXI will be used in the field for "just in time" professional sales training.

RT XXI is an interactive, multi-media

sales training program written and developed by the Training Directorate, HQS USAREC, whose purpose is to sustain and improve the sales skills of all field recruiters upon completion of the Army Recruiter Course at the Recruiting and Retention School, Fort Jackson, S.C. RT XXI is the infusion of multi-media and tried and true sales training tactics, techniques, and procedures. Training is focused on market match strategies, teaching recruiters how to approach and engage Gen X'ers, Gen Y'ers, and college students. It employs methods that will enhance interpersonal skills, salesmanship skills, and will enable recruiters to beat their competition. The computer-based training (CBT) will consist of a six-to-eight CD set that will



The new Army wrap van.

be given to stations after an instructor-led, Train-the-Trainer training program. Recruiters can complete the CBT at their own pace via their laptops without having to be physically taken away from their recruiting duties. The training will place the recruiters in line with the best business practices of the civilian sales training field. RT XXI will also allow the company and station commanders to enhance their individual training programs.

ARISS 2000 is another project involving training development and deployment, which has already been partially introduced to the field. ARISS 2000 is an integrated information and production management system and is fully integrated with other DoD legacy systems. ARISS 2000 automates recruiting operations from the recruiter level and gives the leadership a view of

production two levels down. It will pave the way for Point of Sale and other innovations to this command's business practice. This program will be introduced to the field in five phases and will be completed by 16 Dec 00.

Phase I was 26-30 June 00 when the training program was given to all USAREC and RRS trainers. Installation and configuration of laptops was also completed during this time. The POI is still being developed.

Phase II is scheduled for 11 Sep 00 – 13 Oct 00. Bde leaders, Bde/Bn trainers & IM's will receive the training with the Train the Trainer concept. This will include Brigade leadership.

In Phase III, the BLT/CLT and SC will receive the training 23 Oct 00 – 11 Nov 00. This phase marks the start of fielding to the recruiters. The SC at this time will learn how to define recruiters' zones for leads distribution.

In Phase IV, the recruiters will receive the training 13 Nov 00 – 16 Dec 00. This will require two days for software installation and four days for training. Two companies per battalion will be training at all times, while two weeks will be allocated for each Health Care Recruiting Team.

Finally, Phase V will be working with brigade and battalion staffs ensuring reports can be pulled.

ARISS 2000 also includes the incorporation of ARISS 2000 FAZR – Force Structure, Address ZIP Code Realignment – program. FAZR is not seen nor used by the recruiter. It is used by battalion, brigade, and HQs personnel for recruiting market analysis, ZIP Code/marketing alignment, physical and mailing address editing by RSID and myriad other command functions.

ARISS 2000 will also include mission production and awards. MPA will track each recruiter's contracts with the points earned. According to MSG Robert Martin, HQs Training Directorate, this program will provide server-reporting for the leadership to obtain information on their recruiters and track their progress without pulling the recruiter from recruiting duties.

USAREC University, a learning management system (LMS), was developed by the HQs Training Directorate based on the CG's guidance. LMS includes a virtual training folder, but is also a wide range of learning tools and communications media that will be initiated when the recruiter enters the RRS. This folder will provide the command with a system which tracks individual training and professional development as part of their training record. It will be designed around the instructor's input while tracking the soldier's course accomplishments, as well as strengths and weaknesses. Once the recruiter has completed the course, the folder will accompany the soldier throughout his recruiting tour. This system will provide core curriculum and sustainment training to users across the command via a web interface. It will provide the leaders with the ability to monitor, manage, and guide subordinate development. It provides the recruiter the opportunity for tracking and assessing his/her training, in real time.

The Training Directorate will also use these folders to determine the training courses that are being utilized by the recruiters and those that aren't. They will also be able to assess which units need additional training in specific areas. They will also have the ability to add courses with less cost involved than having to provide individual course materials as in the past.

"This program will help everyone involved with the assessment of the level of training of each recruiter," Martin said. "It will also become a standardized command training plan, in which everyone will be on the same sheet of music."

The USAREC University will also be used on the certification of new recruiters and the station commander course via distance learning through CBT. A recruiter who will be attending the station commander course can obtain initial information on the course resulting in being better prepared before reaching the classroom instruction phase.

LEERS, the Leading Edge Recruiting Stations, were established in Lawton, Okla., and Newark, N.J., in conjunction with the goals and objectives set by

MG Gaddis. LEERS was formerly known as the World Class Recruiting Test, and was developed and established by HQ Training and the Personnel and Recruiting Operations Directorates. Its purpose was to establish and validate operational and training doctrine, which when applied and implemented, will establish clear Tactics, Techniques, and Procedures for commanders and leaders to effectively train the recruiting force for success. Each station is responsible for feedback to the Training Directorate on all new training products.

The LEERS validated the Army's new wrap van. These vans were so successful because they allowed the recruiters increased access to the local schools and public events, as well as providing them with a moving billboard wherever they went. Because of their success, USAREC HQs has allocated additional funding for the purchase of more vans to be used throughout the command.

Another tool the LEERS is validating is the Palm V, a personal digital



assistant. It is instantly accessible, highly mobile, and provides the recruiters with a customized medium for interacting with computer-based personal information management software. To date, the Palm V has received tremendous feedback from the recruiters. According to them, the teachers and students think the Palm is interesting which has been a conversation starter allowing for a lead-in to tell the Army story. It also allows for better organization of phone numbers, reducing the loss of information.


As the recruiters stated, "It has shown that the Army is not just combat boots and archaic weapons. The Palm V is going to be an awesome force multiplier once deployed to the entire field."

Other doctrine being validated by the LEERS are the proposed Field Manuals 25-100, 25-101, and 100-5, as well as the draft Soldiers Manual. Each LEERS was provided a copy and asked to implement portions of them into their station and report back on feasibility. Based upon their feedback, changes will be incorporated into the manuals, and once approved by the Command, will be distributed to the field. Anticipated date of release is Oct 00.

Keeping in line with the guidance set forth, the HQs Training Directorate acknowledged a need for recruiter training at the command level in the field. Focus is being placed on leadership training. For the first time, monies have been allocated for sales training by a professional sales team at the battalion level, as well as during the Annual Training Conferences.

In addition to the leadership training, funds have been allocated for the first time for team building activities at battalion level. This provides the BLT an opportunity to do face-to-face meetings with the recruiters more frequently and providing that one-on-one mentorship. The program will enhance unit morale and esprit-de-corps. An MOI has been prepared with strict guidelines on how the money can be spent.

With the implementation of the Secretary of the Army's initiatives, the CG's vision, and the development of the new training initiatives by the Training Directorate, the time has come for the Army to think and act more like a business in selecting, structuring, managing, training, and equipping the recruitment sales force.

"Our current force, while dedicated, is not screened for sales skills or managed against real performance objectives. It is apparent that we can better equip and train the sales force to meet our recruiting objectives," said Caldera. "We must ensure that those soldiers who excel in bringing in the recruits we need are encouraged, rewarded, and promoted consistent with the tremendous value they add to our Army. Because our recruiting challenges are here today, we must take decisive action, now," said Caldera. "Moving out smartly on these initiatives is part of the answer." 

GED PLUS – it works !

by LTC Richard Talley
Montgomery Bn

The Montgomery Recruiting Battalion has enjoyed great success with the new GED Plus program, which was officially launched on February 3, 2000. This battalion is a participant in the Test Cell “C” version, which includes incentives normally afforded only to those applicants within Tier One. This program has opened a lot of doors for qualified young men and women. In just the first 12 weeks since its announcement, we have contracted 53 GED Plus applicants.

The key to the success of any new program is you must “prep the battlefield” by arming all your recruiters with accurate and timely information. We accomplished this through issuing a battalion OPORDER and holding mandatory classes prior to the release of the program.

The BLT and Staff should serve as a combat multiplier for their recruiters. One of the things we did prior to the announcement was to meet with the State Administrator for GED and the Administrator of Adult and Community Education, to establish understanding and solicit their cooperation and support of the program. As a result of our meeting, the State Superintendent of Education officially endorsed the program and created a policy letter, which was distributed to all GED Test Centers, Adult Education Cen-


ters, Job Corps Centers, and Employment Agencies throughout the state.

The day following the national announcement, we conducted a previously arranged telephonic interview between Secretary of the Army Louis Caldera and the Director of the Alabama Radio Network. The interview was broadcast later that same day. Local releases also were sent out to 111 newspapers, 228 radio stations, and 45 television stations. So the groundwork was now laid to ensure success for recruiters throughout our area of operations.

Hand in hand with your prep of the battlefield, you must understand your market and focus your advertising. GED Plus advertising, both print and radio, should be targeted to areas which have high concentrations of “non-grads.” It’s just that simple. Your advertising strategy is what will bring you the “walk-ins.” Recruiters should not spend time prospecting for these particular contracts. Let advertising do the work for you! Our recruiters report that almost 100 percent of their GED Plus applicants heard about the program via local advertising.

How did we determine where those non-grads are located? We took the Demographic/Income/Military Service/Education (DIME) Report, which outlines all this information, and dissected it. We looked at each of our 42 stations to determine where these high concentrations of non-grads were located. For example, the DIME report shows that one of our small stations

has 48 percent of its market having less than a high school degree. On the other hand, another station’s statistics reveal only 13 percent of its market having less than a high school degree. So why waste expensive advertising on the areas where the population would clearly have no interest? Again, the key is to target advertising and match it up with the right market. A “one over the world” advertising campaign will not produce significant contracts from this program.

There are so many potential applicants out there who are starving for such an opportunity; but if they don’t know about it, then we both lose. GED Plus offers us the chance to make a positive change in someone’s life, someone who might not, otherwise, even have thought of the Army as an option. 

**No Diploma!
We can help!**

**Earn your GED
at our expense, and then
quality for a great job.**

It may sound too good to be true. But it isn't. The Army will send you to an accredited GED school and pay the bills. When you pass the GED, you'll start your Army or Army Reserve training -- in any of nearly 200 exciting career fields. Quality and you could be on your way to a bright new future. PLUS -- you could be eligible for some great Army enlistment incentives, such as a **\$20,000 bonus or up to \$50,000** for college.

**INTERESTED? CALL 000-000-0000
ARMY/ARMY RESERVE
BE ALL YOU CAN BE**

Army, Rolling Stone partnership a rockin' success

story & photos by Galen Putnam
Kansas City Bn A&PA

Access to thousands of target-age college students has never been easier thanks to the Army's partnership with Rolling Stone Magazine and its raucous, campus-hopping Rock and Roll Bowl tour.

The most recent incarnation, Spring Tour 2000, included six stops ranging from Syracuse University in upstate New York to the University of California-San Diego. The Army jumped on the bandwagon in the fall of 1999.

estimated 3,500 participants, according to Dustin Jones, assistant director of student activities at the university.

"Everything went great. The Rock and Roll Bowl was a natural tie-in with our May Day event," said Jones. "There were a lot of activities and freebies for the students and it was a great opportunity for organizations such as the Army to meet with students."

The Rock and Roll Bowl features a "Jeopardy style" music and pop culture trivia challenge, a music video studio where attendees can star in their own music video, a chance to have their photo taken for a mock cover of Rolling Stone Magazine and many

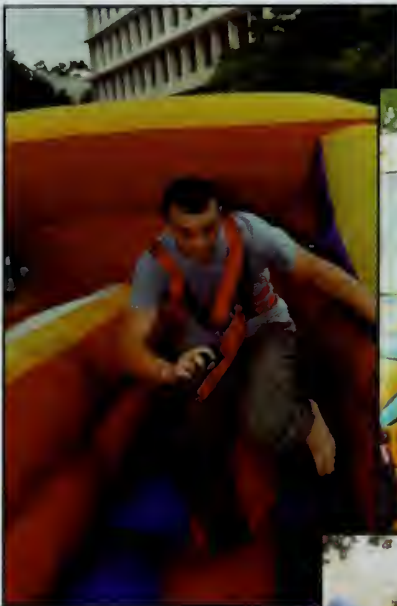
other activities.

"This is awesome. I wish I didn't have class," said Lindsay Wilber, a freshman from nearby St. Charles after completing a music video. "I wish I had more time. I want to see it all."

And, there is plenty to see.

"This is a traveling party. There are a million things to do," said Jack Serra, tour road manager. "This is a great opportunity for the Army to reach out to students. The demographics are exactly what the Army is looking for. This has been a great partnership so far."

Those sentiments were echoed by



The spring tour marks the second season the Army has participated in the event.


"The Rock and Roll Bowl was a lot bigger than I expected," said SSG Mark Cardwell, Seminole Recruiting Station in Springfield, Mo., referring to the event held at Southwest Missouri State University in May. "It was grad paradise ... our best opportunity to recruit target-age individuals all year. We got a lot of good solid leads out of it."

The event at SMSU, which coincided with the school's annual May Day celebration featuring a concert headlined by Run DMC, drew an



Top left: Ryal Wasson, a senior at SMSU, challenges the "Bungee Run." Participants donned a harness attached to a powerful bungee cord and attempted to see how far they could stretch it before the cord snapped them back to reality. Top center: SSG Mark Cardwell from Seminole RS, Springfield, Mo., chats with a prospect. Top right: Travis Clark from Springfield, Mo., takes out his frustrations on a junk car. Center: Contestants battle it out in a jousting pit.

Louise Eaton, USAREC, A&PA, "These events offer recruiters access to college students very receptive to several Army offers, the college loan repayment program, the two-year enlistment, and all USAR programs. If recruiters set up some kind of competition, like a mini-obstacle course, the students will line up to compete for PPIs, and recruiters will then have time to work the crowd."

The next tour is slated to kick off in the fall at six campuses to be determined. 

Recruiting School moves into the new millennium

by

**CPT Mark Orr, RRS Ops Officer
Recruiting & Retention School**

Recently, there have been numerous changes in the recruiting world. These changes and the corresponding evolution of how we do business have been driven by factors both external and internal to USAREC. External factors include a host of new opportunities facing our recruiters, such as the booming economy, public perceptions of the military and its role in the post-Cold War world, and the large number of young people choosing to go directly to college after high school. Internal factors include the recent refocus on recruiting doctrine, and the rewrite of USAREC Manuals 100-5, Recruiting Operations; 25-100, Training the Recruiting Force; 25-101, Mission Focused Training; and the Soldier's Manual.

The Recruiting and Retention School under the Soldier Support Institute at Fort Jackson has also been changing, just as the recruiting battlefield has been changing. Senior leaders in USAREC, TRADOC, and SSI indicated that we need to ensure more than ever that our recruiters are focused in the right market and trained to be fully effective in today's recruiting environment. Tremendous progress has been made in developing many new and innovative training initiatives during the last year, with more on the way. "We know that we can only do so much to simulate the real recruiting environment at the schoolhouse; even so, we must ensure we equip our recruiters and leaders with the best tools and skill sets that we can," said COL Wayne Stephens, RRS Commandant.

The RRS has energetically increased focus more on the art of recruiting. While the technical, tangible facts and details involved in the processing of applicants still must be taught, a new emphasis on the intangibles, such as the development of "people skills," public speaking, and the importance of being Army ambassadors has been incorporated and will be expanded in all of our courses. RRS is working to develop more hands-on training and evaluations to better simulate real world recruiting

situations. Further, we are developing a strategic/macro overview for our various courses to capture how the recruiter, station commander, company commander, etc., fits into the "big picture." To this end, RRS is packaging training initiatives for the 79R ANCOC/BNCOC and Station Commander Course, as well as initiating the development of a Battalion CSM course.

Army Recruiter Course (ARC) Expansion. As we worked to expand the focus on the art of recruiting, it became apparent that much of the technical material already in the course had to be maintained. Therefore, a request to expand the ARC from a six-week to an eight-week course was developed and approved. As of April 2000, the ARC expanded to a seven-week course for RA students and an eight-week course for USAR students, and incorporated an expanded focus in areas such as interpersonal skills, computer/ARISS training, and college recruiting. The POI for USAR students included additional training in USAR-specific recruiting subjects to better prepare them for their jobs. In October 2000, we expect an eight-week ARC for all students. LTC Buddy Maertens, RRS Deputy Commandant, stated "the ARC increase is the catalyst for providing the requisite training to better prepare our detailed recruiters with the skills needed to become and remain effective in today's market."

Communication Training. Formerly, most of our sales training was very much a scripted/rote approach, similar to the pitch used by telemarketers. Training needed to be more focused on how to "think on your feet" and be aware of the verbal and nonverbal cues recruiters send and receive from the applicant. To help correct this, we have worked to add a lot of exciting training and hands-on practice in Interpersonal Skills. This training is focused on two main areas: Interpersonal Skills (the dynamics of one-on-one communication) and Public Speaking Training (communicating to large or small groups at once). In the Interpersonal Skills area, students are now learning how to foster a caring,

respectful, and approachable demeanor through the use of tools such as active listening skills, positive greetings (smile, eye contact, handshakes, greeting), etc. An extended class that teaches recruiters to identify and employ the verbal and nonverbal communication skills required to create an effective sales persona, as well as a class on "rapport in a professional environment" will be implemented in the expanded ARC. For our Public Speaking Training, in addition to the prepared 10-minute speech, students in the ARC and SCC now give daily impromptu (two-five minutes) speeches at the beginning of each day of instruction. A class on impromptu speaking which covers coping with anxiety and emulates elements of the public speaking methodology of Toastmaster's International precedes the hands-on training.

FM 22-100 (Army Leadership). RRS restructured lesson plans, POIs, and training schedules to incorporate expanded FM 22-100-based leadership skills in the SCC. As the Station Commander is the center of gravity in the recruiting effort, this shift in training was put in place to help focus station commanders more on leading/mentoring their recruiters, with less focus on administrative training. This bold initiative increased leadership training from 11 to 30 hours, including 12 hours of Situational Leadership Exercises. Additionally, elements of FM 22-100 have been incorporated into the DPR for SCC and DEP/DTP portions of the ARC, and a four-hour class has been developed and incorporated into the Recruiting Company Commander Course (RCCC).

DEP/DTP Leadership. In the expanded ARC, we will increase the focus on DEP/DTP leadership and sustainment training to ensure a better balance between sales/prospecting and DEP/DTP sustainment. This shift will hopefully help address the DEP loss challenge that has plagued our recruiters, particularly in the area of apathy. Students will learn to use FM 22-100 leadership and counseling skills, interpersonal skills, and the new ARISS DEP/DTP Version 5.0 program in the development, execution, and maintenance of their DEP/DTP efforts.

“Dress for Success” Program. We increased the focus on the recruiter’s physical appearance in both the ARC and SCC. As recruiters are posted in every major American city and often provide the only interaction most Americans have with the US Army, it is essential our recruiting force maintain a professional image at all times. Since potential recruits form a lasting image of the Army from their first encounter with a US Army recruiter, it is imperative that this first impression is a good one. The aggressive new program currently includes a class in the ARC as part of the Recruiter Expectations instruction that shows recruiters how to wear the uniform more professionally, including “tricks of the trade” to improve the recruiter’s appearance and in-ranks inspections by the student company commander. A stand-alone class will be incorporated into the expanded ARC. SSI and USAREC are also working initiatives to issue better quality uniforms to recruiters as they come through the RRS as well as to all recruiters in the field.

College Recruiting Penetration Training. RRS has incorporated college recruiting penetration training into several courses. College students comprise a huge market that we need to increase penetration into to achieve our grad mission. Currently, college recruiting training is embedded into the ARC’s “Schools Program” and “Know Your Competition” classes. RRS, with great assistance from Professor John Swensson of DeAnza College, Calif., has developed a new stand-alone class, which will be incorporated into the expanded ARC, SCC, and RCCC. This training is also available to the field force via the Internet.

Recruiting Pre-Command Course for Battalion and Brigade Commanders. MG Gaddis recently approved a major restructure and refocus within the PCC. The PCC will conceptually be structured to give a “macro to micro” view, with the first week at USAREC and the final two weeks at the RRS. Additionally, training will be decreased in company, station, and recruiter operations to add 30 hours of training on synchronization of battalion assets and operations and a battalion CPX (w/CSM), followed by a formalized “right seat ride” with a serving battalion/brigade commander.

Civilian Contract Recruiter Training. Due to the importance of accomplishing the USAR recruiting mission and significant shortage of reserve recruiters, USAREC contracted a civilian company (MPRI) to supplement the USAR force with civilian recruiters. Forty civilian contract reserve recruiters have been trained, and more will be trained throughout 2000. Nearly all of these civilian USAR recruiters are retired Army recruiters.


Distance Learning/Exportable Training Packages. As automation and the Internet become more prevalent in all aspects of life, RRS with USAREC support has been working several DL initiatives. Our exportable training packages are a series of “take away” CD-ROM tool kits that provide students a refresher training tool accessible via the ARISS laptop computer. Already developed are two CD-ROMs, one for recruiter trainers and station commanders and one for telephone (P1) prospecting. In the next few weeks, two more CD-ROMs, one for graduate prospecting and a tool kit for the PCC, will be finalized and distributed. RRS has launched an Information Networking initiative to create a Local Area Network at the school that would mirror a notional recruiting brigade and would, in effect, serve as a “battle lab” for all courses. For example, this would allow an ARC student to prepare a packet, send it off, and receive feedback from the station commander and/or guidance counselor student, all under observation of the cadre observer-controller.

Computer/ARISS Training. The computer familiarization and ARISS training currently provided is insufficient but the best RRS could provide in a six-week ARC. As ARISS is the recruiter’s primary “weapon,” more training is needed to ensure this weapon can be effectively employed. The expanded ARC will provide over 20 hours of additional training on not only ARISS, but also on Microsoft Outlook. We will also incorporate training on prospecting via the Internet (P4) when RRS obtains the appropriate equipment.

Corporal Recruiter Training Feedback. As a means of infusing youth into the recruiting effort, the Army approved the assignment of 200 corporal recruit-

ers per year to USAREC. The program was recently extended for three more years through 2002. To better tailor our training for future corporal recruiters, RRS sent out surveys and has received and compiled feedback from 180 corporals and their station commanders concerning effectiveness of the training received at the RRS. All of the constructive comments were identified and have been incorporated into the ARC.

Center for Selection, Wellness, and Enhanced Performance. The USAREC command psychologist, Dr. (MAJ) Steven Bowles, is developing an initiative that will help implement assessment tools and tracking systems to better predict a recruiter’s potential for success. This initiative will not only assess students, but will provide additional training in the areas of wellness (e.g., stress tolerance, quality of life, relationships) and enhanced performance (e.g., sales skills and cognitive functioning using methodology similar to that used in the field of sports psychology). As Dr. Bowles indicated, “This bold initiative will allow us to become the world’s premier institution for the assessment, wellness, and enhanced performance of our recruiters.”

Overall, RRS has received much positive feedback from both the recruiting force and leaders in USAREC, which helps validate the effectiveness of our many recruiter training initiatives. Our courses provide recruiters very rigorous, demanding, and exacting training that accurately reflects today’s challenging recruiting environment. The RRS cadre, which has many many years of successful recruiting experience, has been and will continue to be very proactive and diligent in ensuring that our recruiting force is provided the best institutional training possible to make sure recruiters continue to receive the training they need to be fully effective and man the 21st century Army. However, as Stephens cautions, “The best institutional training possible will not help unless the New Recruiter Training Program is executed by the leaders responsible to train their recruiters. Hands-on training during the first few months on recruiting duty is absolutely vital to reinforce the institutional training and to establish the recruiter’s work ethic and techniques that will ensure success.” 

Army salutes 2000 Golden Gloves champs

story by Rae Higgins, TACOM and Kerry Larsen, Great Lakes Recruiting Battalion

Twelve young amateur boxers won national titles May 6 when the US Army helped host the 2000 Golden Gloves National Tournament of Champions, held at Detroit's world-famous Joe Louis Arena.

The Army-Golden Gloves partnership encourages the values of honor, courage and discipline. The US Army Recruiting Command leads the partnership on the Army's behalf and is confident it will garner both organizations increased national exposure.

The long-term partnership has two components. First, the Army is the title partner for the National Tournament of Champions. Second, Golden Gloves allows the Army exclusive access to each of its franchises and the gyms within them to use as a recruiting outlet on a local level.

As part of the teaming initiative, the Army would like to be considered a resource – on a local basis – to assist in hosting regional competitions, mentoring, and any other activity that will allow Army recruiters the chance to

interact with boxers and others affiliated with Golden Gloves.

Since 1923, Golden Gloves has developed an untarnished image helping inner city youth achieve athletic and personal triumph through discipline and structure. There are currently 32,000 registered Golden Gloves athletes encompassing 300 gyms nationwide.



New England super heavyweight Steve Vukosa (left) battles David Long of Cincinnati in the final bout at the Golden Gloves Tournament of Champions. Vukosa went on to claim the title.


Golden Gloves estimates over 300,000 gym visits by these target market youth annually.

More than 300 Golden Gloves boxers, representing 30 different regional teams in 12 weight classes, competed in the

weeklong preliminaries leading up to the final bouts. "Who knows what could be next for some of these fighters," said MG John S. Caldwell, senior Army representative at the finals. "Some of these young men may go on to be Olympic champions and have successful pro careers. It's exciting to see their heart, determination and drive."

Caldwell commands the US Army Tank-Automotive and Armaments Command in Warren, Mich., a suburb of Detroit. When the 12 bouts concluded, he presented the winners and runners-up with trophies on behalf of both Golden Gloves and the Army.

"The Army is proud and excited to partner with Golden Gloves," he said. "On behalf of soldiers stationed around the world, I salute all the fighters who boxed in the preliminaries and the 24 young men who made it to the finals. I'd especially like to congratulate the 12 who won national titles here tonight."

LTC James B. Rhoads, Great Lakes Recruiting Battalion commander, echoed Caldwell's sentiments. "We are excited because this is a perfect blending of values. The Army is looking for physically fit, crime-free, drug-free prospects, which match Golden Gloves' values. In addition, the self-discipline instilled in these athletes will serve them and the Army well." 

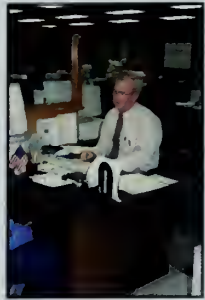


Under cloudy skies and the American flag, HQS USAREC celebrated the Army's 225th birthday, June 14, 2000, with a cake (right). (photos by Joyce Knight, HQS USAREC)



Recruiter works with local employment office to find qualified leads

story & photos by Leslie Ann Sully
Columbia Recruiting Battalion A&PA



Hardwick works with applicants for employment.

Harold Hardwick, a veterans' representative at the South Carolina Employment Security Commission in Marion, S.C., started referring clients to the armed services about five years ago. However, the leads really started coming into Columbia Recruiting Battalion last November. There are two reasons for this: a new tracking system at the battalion and SSG Willie Garris from the Florence Army Recruiting Station.

Garris stopped by the employment office in September with the intention of updating the employment office's

database. He wanted to ensure they had a current list of jobs the Army was interested in filling. He met with Susan Carter and reviewed the Army portion of the office's job database.

In October, Garris' labor paid off. He received a referral from SFC Gerald Durbin at the battalion. (The leads that Hardwick and other South Carolina Employment Security Commission employees gave the Army go directly to the battalion's master trainer section.) Soon Garris received several more leads.

When asked how he screens clients for a possible armed services referral, Hardwick said, "I am all for the military so if a person comes in, I will automatically turn them towards the service." He said that he felt everyone should at least hear of the option. "I know what the Army did for me, so I want everyone to have the opportunity," said Hardwick who is a disabled Vietnam veteran.

The Palmetto and Partnership program started in April 1998. The program is a

win-win situation for both the employment office and the Army.


"The program started as a way for two agencies to work together to find another source of leads," Durbin said. The



SSG Garris shows his RPI rack in the Marion Employment Office.

battalion trainers gave classes to the employment commission's employees on basic Army eligibility.

Initially, the leads went directly to the recruiting stations but that

changed in the summer of 1999. Now the battalion trainers get the leads from the employment offices and then send them to the appropriate recruiting station. This past October the trainers started following up weekly to find out the status of each lead. Columbia battalion was a pilot program for USAREC. 



Glen E. Morrell award presentation

by Randall Anderson,
Public Affairs Specialist, 1st Bde

GEN John N. Abrams, Commanding General, U.S. Army Training and Doctrine Command, presents the Glen E. Morrell award to MSG Brenda Harris following the Baltimore Recruiting Battalion change of command on April 14, 2000. Harris is a Senior Guidance Counselor at the Baltimore Military Entrance Processing Station.

USAREC soldier of the quarter

story and photo by SFC Thomas Jennings, Jr.
Project Manager, IM Division, USAREC

PFC Jean A. Brink is currently USAREC's Soldier of the Quarter. She is an Information Systems Analyst in the Web Applications Development Branch, Information Management Division, Headquarters, USAREC. Brink joined the Army at the age of thirty-one, to return the appreciation for what the United States Army has done for her family.



Army shooters halfway to Olympics

by Paula J. Raudall Pagán
USAMU Public Affairs Office

Army shooters dominated the first of two Olympic Selection Matches, held at Fort Benning, Ga., April 19 to May 5, and claimed dibs on more than one-third of the US Olympic Shooting Team slots.

Ten members of the US Army Marksmanship Unit are currently in first or second place in their respective events.

The Army shooters who are halfway to the Olympics are: MAJ Michael E. Antiand and SGT Jason A. Parker in Free Rifle Three Position; SFC Thomas A. Tamas and CPT Glenn A. Dubis in Free Rifle Prone; SSG Kenneth A. Johnson in Air Rifle; SFC James T. Graves in Skeet; SFC Theresa E. DeWitt in Women's Double Trap; SGT David R. Alcoriza in Men's Double Trap; SGT Joetta R. Dement in Women's Trap; and SGT Armando R. Ayala in Running Target.

Also, two others are running very close in the Pistol Trials. SFC Daryl L. Szarenski is only three-tenths of a point from contention in Free Pistol and four-tenths of a point away in Men's Air Pistol and MAJ Steven M. King is close behind Szarenski in both matches.

CPT Rhonda L. Bright is also in the hunt for the Women's Air and Sport Pistol slots, making the finals in both competitions, placing third and seventh. SSG Carl W. Trompeter II also finished a respect-

able fourth in the Rapid Fire Pistol Match.

SGT Michael E. Schmidt Jr. and SFC Shawn C. Duloher, who finished fourth and fifth, respectively, in the Skeet Match, are still very competitive in their pursuit for Olympic slots. Also, DeWitt, who was third in Women's Trap,



Harbison, a member of the Army Marksmanship Unit.

Alcoriza and SFC Bret E. Erickson, who were fourth and sixth in Men's Trap, are not to be counted out.

Also in the running in the Running Target race is SFC Lance D. Dement, who finished third.

Numerous USAMU soldiers made the finals and are still in the hunt in the Rifle Trials. Additional finalists were: Dubis, Johnson and SSG Eric A. Uptagrafft in Three Position; SGT Timothy R. Manges in Three Position, Prone and Air; MAJ Stephen C. Goff in Three Position and

Air; MAJ Robert E. Harbison in Prone; and Parker, SGT Troy A. Bassham and CPT David A. Johnson in Air.


"Now they have to deal with the pressure for several more weeks," USAMU Deputy Commander Robert W. Aylward said. "This will motivate them to go to the range and train for six hours a day, six to seven days a week.

Hopefully, this will just energize them to work harder and perform better in June in Atlanta."

The second Olympic Selection Match that will ultimately choose the US Olympic Shooting Team was scheduled for June 21 to July 1 in Atlanta at the Tom Lowe Shooting Grounds, formerly called the Wolf Creek Olympic Shooting Center.

Shooters' scores from that match and the one held here will be added together and the top one to three shooters, depending on the discipline, will make the Olympic Team.

Forty-one USAMU soldiers, including 11 former Olympians, are competing against 400 of the country's top shooters for the 29 slots on the US Olympic Shooting Team.

The Olympics will be held Sept. 15 to Oct. 1 in Sydney, Australia. After the Opening Ceremony Sept. 15, the Olympic Shooting Competition will take place Sept. 16 to 23 at the Sydney International Shooting Centre Park, which has a capacity of 7,000 for the Games. The Olympic Closing Ceremony is Oct. 1. 

All in the family


story and photos by Anna Buonagura,
Public Affairs Specialist,
US Army Recruiting Bn, Albany, N.Y.

Three generations stood tall with pride joined not only by blood but love of country. An emotional grandfather, Maurice Clark, a former US Army staff sergeant who served in the Rainbow Division during WWII, recited a portion of the Army's oath of office to his grandson, Michael Clark. He enlisted as an operating room specialist with the US Army Reserve, 405th Combat Support Hospital, West Hartford, Conn. Michael's father, CPT David Clark, Commander, 405th Reserve Unit, shared



Maurice Clark gives oath of office to his grandson, Michael Clark.

in the experience when he, too, gave his son a portion of the oath. Deputy Commander, 94th Regional Support

Command, BG Richard Colt, also gave the oath of office at the May 6 ceremony at Fort Devens, Mass. 



SSG William G. Barrett Jr., Hartford, Conn. recruiter, with newly inducted PVT Michael Clark and Michael's father, CPT David Clark.

Job Corps – another place to find prospects?

by PAO, 3rd Recruiting Bde

Recruiters, who traditionally avoided Job Corps centers and students because of qualification standards, are now discovering a fertile ground for prospects and partnerships. The Chicago Recruiting Battalion found this in both the Chicago and Joliet Job Corps Centers. They learned that this partnership is often one that fits like a glove.

Department of Defense policy allows recruiters to enlist many Job Corps “graduates” as Tier I (equivalent to a high school diploma graduate). USAREC studied the programs provided by Job Corps and determined that students who leave Job Corps with a GED, and completed 675 clock hours of class room instruction, will qualify as Tier I applicants for the military.

With vocational training in fields such as carpentry, culinary arts and computer skills and classroom instruction to prepare students for success in the GED examination, these centers look exactly like high schools.

Job Corps is a national residential training and employment program administered by the US Department of Labor to address the multiple barriers to employment faced by disadvantaged youth throughout the United States. At 118 centers across the United States, Job Corps serves young people who are 16-24 years old, are economically disadvantaged, and in need of additional education, training, or counseling

in order to sustain meaningful employment.

Interested young people apply to join the program through a Job Corps Admissions Counselor. If they are eligible, they are assigned to a specific Job Corps Center, usually to the location that offers the vocational training of interest to the youth and is closest to the youth's home. While at the Center, students take part in academic, vocational and life skills training. Last year, over 18,000 students obtained a GED at a Job Corps Center.

As a result of the partnership in Chicago, a small office was provided to the area recruiter who visits the Center weekly to talk to students about opportunities in the Army. LTC Michael Wacławski and ISG Norman Conyers assist with leadership training when asked.

The Chicago Center Director, Henry Martinez, is a graduate of a Job Corps Center in Phoenix, Ariz. He sees the benefit of working with the military and enjoys the benefits that it brings. When he mentioned to Wacławski recently that he needed boots for students, the battalion commander was able to link Martinez with the local Navy Property Disposal Office to obtain boots that were turned in as a result of Navy Basic Training failures. It was a perfect solution to what could have been an


expensive problem.

One characteristic seems to stand out among students at a Job Corps Center. They have pride and self respect.

“I needed to get out of the neighborhood,” said Amparo Saucedo, a student who received her high school diploma and entered the Center for additional vocational training. She explained that there are some neighborhoods that one must leave if you are to be successful ... and safe.

Recruiters and commanders throughout the 3d Brigade are discovering the great potential for the Army and Job Corps with a good working relationship. BG Billy Cooper visited both the Chicago and the Grand Rapids Centers to help cement a solid partnership and mutual goal to find good opportunities for America's youth.

The Job Corps Region 5, which covers virtually all of the 3d Brigade area, invited brigade and battalion commanders to attend a March Job Corps conference to help share information about our programs and opportunities.

One Job Corps motto is *Success Lasts a Lifetime*. Together, the success of the Job Corps and the Army will last a lifetime for our students and soldiers. 

Golf championship leads to reenlistment

When you think of the All Army Sports Team, do you think golf?

Drill sergeant candidate and All Army golfer, CPL Julia Ann Stolzer does.

Stolzer won three golf tournaments, including the All Army Trials as the only Army and female golfer.

In addition, Stolzer was one of four amateurs and the only military to compete in the Pro-Am Tournaments at Disney World.

When asked how she became interested in golf, she replied, “I have always liked competitive sports, and golf is one sport that the individual can decide the outcome. It probably helped that I lived on a golf course when I was a kid.”

After completing a three-year tour on active duty and working different jobs,

Stolzer felt something was missing. She knew it was time to reenlist.

“I missed the camaraderie of the military and really wanted to be a drill sergeant,” Stolzer said. “So I talked to SFC James Markeson, Durham Recruiting Station.”

With Markeson's help and encouragement Stolzer became a drill sergeant candidate last May with the 1st/323 Drill Sergeant Brigade, 108th Division USAR unit in Durham. That same year she was selected Army Reserve Soldier of the Year.

When not participating in golf tournaments, Stolzer, who has a degree in sports medicine, works as a private duty Exercise Physiologist in community gyms


and spas.

“She loves what she does and enjoys sharing her experiences with the young people who may have dreams of becoming sports stars,” Markeson continued.

Where does Stolzer see herself in five years? “I will be a senior drill sergeant and the top female amateur golf champion in the United States,” she said.

Stolzer feels that all young men and women can benefit from military experience.

“I am available to do whatever you need me to do to help the recruiting effort,” Stolzer told Markeson.

She speaks to sports clinics and accompanies Markeson to high schools presentations. 

Gold Badges

RSM April/May 2000



ALBANY

SFC Randy Relyea

ATLANTA

SFC John Harrison
SFC S. Witherspoon
SSG William Clemons
SSG Terry Daniel

BALTIMORE

SSG Theresa Good
SSG Latina Smith
SSG R. Richardson

BECKLEY

SFC Joseph Anderson
SSG Richard Garrett
SSG J. P. Drawbond Jr.
SSG Robert Graham
SGT Maria A. Nielsen

CHICAGO

SFC Michael Dial
SSG Warren Bellamy
SSG Herbert Bernard
SSG Kelley Brown
SSG J. McSherley
SGT Faulkner Morllo

CLEVELAND

SSG Benton Curtis
SSG Paul Rashley
SSG Michael Salter

COLUMBIA

SSG Karl Bronson
SSG Robert Surface

COLUMBUS

SFC Scott Bradenburg
SSG John Hinkley
SSG Ronald Kuhns

DALLAS

SSG Stevens Grinie
SSG Stanley Love
SSG Victor Manuel

DENVER

SGT John Wayne II

DES MOINES

SFC Randolph Fulcher
SGT Leslie Davis

GREAT LAKES

SSG Thomas Davis

HOUSTON

SSG Christopher Ashley
SSG Roderick Batiste

INDIANAPOLIS

SFC Timmy Brown
SFC Rodman Lange
SSG Steven Gerber
SGT Prentice Williams

JACKSON

SFC William Brown
SFC Roy Oliver
SFC Vada Winn
SSG Leonard Gardner
SSG James P. Norris
SSG Dale Scott
SGT Cedric Payne
SGT Vernon Williford

JACKSONVILLE

SFC Demetrius Busby
SFC Michael Kelly
SFC Samuel Posavec
SSG Nicholas Joy
SSG Timothy McDonald
SSG Patrick Murphy
SSG Jerry Pilgram
SSG Ricky Nails
SSG Michael Tindall
SGT Tony Douglas

KANSAS CITY

SSG Chad Treloar

LOS ANGELES

SFC Garry Moore

MIAMI

SFC Orlando Benitez
SFC Jose Cedano
SSG Carlos Fernandez
SSG Luis Rojas

MID-ATLANTIC

SFC Patrick George
SFC J. F. McCarthy Jr.
SSG Michael Ball
SSG C. Jordan Jr.
SSG Jeffrey Moses
SSG R. Rodriguez

MILWAUKEE

SSG N. Tomaszewski

MINNEAPOLIS

SSG Buel Needs
SSG Michael Schwab

MONTGOMERY

SFC Dennis Ellison
SFC Charles Scroggins
SFC Norman Young
SSG Alvin Flowers
SSG Jeffrey Davis
SSG James Lawrence
SSG Robert Prestridge
SSG Bobby Tyson

NASHVILLE

SFC Brett Anderson
SSG Robert Palecki

NEW ENGLAND

SFC David Patrick
SFC Marc Jones
SSG Tori Moore
SSG Jeffery Ransom

PHOENIX

SFC Armando Newell
SFC Wayne Williams
SSG Chester J. Carnevale Jr.
SSG Nicholas McLain
SSG Timothy Mooney
SSG Michael Pridgeon

SSG William Harris

SSG John Kenney
SSG Kanessa Mynett
SSG James Posey
SSG John White

PORLAND

SSG Richard Rhea
SSG Roy Vantine

RALEIGH

SFC Brian Adams
SFC Alex Nicholson
SSG Dale Hissim
SSG Cornelius Mack
SSG Lawrence Meadows
SSG Brian Smith
SSG Anthony Ward
SSG David Williams

SACRAMENTO

SSG Richard Locke
SSG Amaury Gomez
SSG Timothy Lamonda

SALT LAKE

SFC David Andelin
SFC Brian Meyer
SFC Dennis Musgraves
SSG Jeffrey Berry
SSG T. M. Morgan Jr.
SSG Victor Nicholson
SSG Dallas Williams
SGT George Olson

SAN ANTONIO

SFC Michael Main
SSG Anthony Catrucco

SSG Edgerton Debique
SSG Agapito Gallardo
SSG Richard King

SEATTLE

SFC Ricky Buchholz
SFC Alvin Coley Jr.
SSG Michael Land
SSG Keith McGee
SSG Kevin Mott

ST. LOUIS

SSG David Alexander
SSG Ruben Rivera

SOUTHERN CA

SFC Steven Cowell
SFC John Desselle
SFC Roberto Mollinedo
SFC Martin Telles
SSG Terry Buckhannon
SSG Charles Cline
SSG Angel Dejesus
SSG Daniel Gingles
SSG Alphonso Glasper
SSG Todd Grimm
SSG Count Kately
SSG Kirk Kroschel
SSG Robert Martinez
SSG Hellen Myree
SSG Larry Vaquero
SGT Ruben Gonzalez

SYRACUSE

SFC Stanley Singell
SSG Joseph Copeland
SSG Sabrina Devane-Babb
SSG Jeremy Jones

TAMPA

SFC Kelley French
SSG Kemper Jones
SSG Edgar Ortiz



Morrell Awards



RSM April/May 2000

BECKLEY

SFC Eddie C. Beverly

COLUMBIA

1SG Rudolphus D. Jackson
SFC Frederick F. Brown
SFC Gerald S. Bowen
SFC Dale T. Hague

COLUMBUS

1SG Brian L. Ceol
MSG Ennis McFadden
SFC Gregory R. Johnson

GREAT LAKES

SFC Robert J. Olajos

JACKSON

SFC Michael B. Johnson

MIAMI

SFC Gregory Chapman
SFC James M. Gill Jr.

MID-ATLANTIC

SFC John Sheehy Jr III

MILWAUKEE

SFC Holly M. Hudy
SFC Lawrence A. James
SFC Andrew P. Vinson
SFC Edward S. Wojcik

NASHVILLE

Mr. Gerald J. Trahan Jr.

NEW ORLEANS

SSG Earnest L. McCarty
SFC Brian F. Peters
SFC Michael J. Warholak

SALT LAKE CITY

MSG Roger L. Taylor

SAN ANTONIO

MSG Barry M. Bragg

SOUTHERN CALIFORNIA

SFC Ronaldo C. Redondo

1ST RCTG BDE

SFC Dennis W. Kea

3rd RCTG BDE

SFC Keith Owens
SFC Arthur C. Rathburn
SFC Leland M. Warsaw

5TH AMEDD RCTG DET

MSG Roberto Rios Jr.

Recruiter Rings

RSM April/May 2000

JACKSONVILLE

SSG Patrick Shelmon
SSG Charlie Osborne Jr.

OKLAHOMA

SSG Carolyn Stallings

SACRAMENTO

SFC Francisco Tapia
SFC Michael Morrow

ALBANY

SFC Joseph Pullen
SFC Clifford Stein

MIAMI

SFC Gregory Chapman
SFC James M. Gill Jr.
SFC Alvin Lopez
SSG Hanel Rosado

RALEIGH

SFC Felix Bryant

SALT LAKE CITY

SFC Christopher Scott

ATLANTA

SFC Robert Wiley

MILWAUKEE

SSG John Diflauro

DALLAS

SFC Tony Frazier

MINNEAPOLIS

SFC Gary Chandler

GREAT LAKES

SFC John Bloye



JACKSON

SFC Michael Billingsley
SFC Robert Cooper

NEW ORLEANS

SFC John Bergman
SSG Randall Prather

SAN ANTONIO

SFC Gemma Iannessa

SEATTLE

SSG Thomas Rossiter
SSG Troy Stoudt

SOUTHERN CALIFORNIA

SFC Herman Awkward

5TH RCTG BDE

SFC Laverne Rush

1. As outlined in USAREC Regulation 600-25, which of the following is a prohibited activity with a DEP/DTP or contact?

- a. Any social activity of a personal, unofficial nature.
- b. Any type of romantic or sexual conduct.
- c. Sharing of lodging or personal vehicle.
- d. All of the above.
- e. None of the above.

2. Which of the following activities are also prohibited?

- a. Personal employment.
- b. Sale, leasing or purchasing, giving or receiving of money or personal property.
- c. Drinking alcoholic beverages.
- d. All of the above.
- e. None of the above.

3. Recruiting personnel can date or socialize with a person of the opposite sex if they,

- a. Ask for permission from chain of command.
- b. Don't inform chain of command.
- c. Didn't first meet the person in the course of official duty.
- d. None of the above.

4. USAREC commissioned officer commanders may, on a case to case basis, approve, in writing, requests for which of the following activities?

- a. Dating of really good friends.
- b. The USAREC personnel already had an established personal relationship prior to their becoming a prospect, contact, or DEP.
- c. Employ a high school student who is not a applicant.
- d. a and c.
- e. b and c.
- f. None of the above.

5. If a recruiter has been dating someone and they have decided to enlist, the commander can approve for?

- a. Continue dating.
- b. Continue dating and inform them they can have nothing to do with their enlistment process.
- c. The recruiter to process them.
- d. None of the above.

6. While trying to identify a chemical agent after a suspected exposure, and using a M8 detector paper, and the paper turns a dark green color, what chemical agent is present?

- a. G (nerve) agent.
- b. H (blister) agent.
- c. V (nerve) agent.
- d. None of the above.

7. How long do you have in order to don your M42 series protective mask?

- a. 15 seconds.
- b. 10seconds.
- c. 2 minutes.
- d. 1.5 minutes.

8. What is the second step while donning your M42 protective mask?

- a. Stop breathing.
- b. Close your eyes.
- c. Open the mask carrier.
- d. Put your chin in the chin pocket.

9. What is the first step while donning your M42 protective mask?

- a. Stop breathing.
- b. Close your eyes.
- c. Open the mask carrier.
- d. Put your chin in the chin pocket.

10. What is the third step while donning your M42 protective mask?

- a. Stop breathing.
- b. Close your eyes.
- c. Remove your helmet.
- d. Put your chin in the chin pocket.

11. According to USAREC MSG 00-003, dated Jan 00, during DEP/DTP training sessions, recruiting personnel are required to train DEP/DTP members on common tasks and physical training. The training is to be conducted using what TRADOC Pamphlet?

- a. TRADOC Pamphlet 600-3.
- b. TRADOC Pamphlet 600-4.
- c. TRADOC Pamphlet 560-3.
- d. None of the above.

12. What other sources are to be used besides the TRADOC Pamphlet?

- a. IET Soldier's Handbook, FM 21-20.
- b. USAREC Reg. 60-195, USAREC Reg. 350-7.
- c. TRADOC Pamphlet 560-3.
- d. None of the above.

13. A prospect being processed by a recruiter is not normally eligible for referral by an applicant or enlistee. However, the _____ may approve the credit in exceptional cases if the applicant played a major role in the prospect's commitment to enlist.

- a. Station Commander.
- b. CLT.
- c. Recruiter.
- d. None of the above.

14. DEP/DTP awards are authorized only for members of the DEP and DTP who _____.

- a. Refer to an Army recruiter one or more persons for possible enlistment into the RA or USAR.
- b. Tell the Army story.
- c. Give away recruiter business cards to friends.
- d. None of the above.

**The answers to this month's test can
be found on inside back cover.**

Quality Volume - The Key To Our Success

Headquarters U.S. Army Recruiting Command

RSM APRIL 2000



TOP RA RECRUITER

SSG Watkins, S.
(Syracuse)

SSG Whittier, L.
(Jacksonville)

SSG Landrum, J.
(Indianapolis)

SFC Gadson, R.
(Kansas City)

SSG Malibiran, R.
(Portland)

TOP USAR RECRUITER

SFC Lancaster, J.
(New York City)

SGT Eston-Cruz, J.
(Atlanta)

SFC Blubaugh, D.
(Indianapolis)

SFC Iannessa, G.
(San Antonio)

SFC Hendricks, S.
(So. Cal)

TOP LPSC

Westchester Square
(New York City)

Jonesboro
(Jackson)

Lima
(Columbus)

Wichita East
(Kansas City)

Guam
(Portland)

TOP OPSC

City Hall
(New York City)

Inverness
(Tampa)

Howell
(Great Lakes)

Ark City
(Kansas City)

Elk Grove
(Sacramento)

TOP COMPANY

Bangor
(New England)

Montgomery
(Montgomery)

None

None

None

TOP BATTALION

None

Jacksonville

None

None

None

TOP AMEDD

Pittsburgh

Florida

Chicago

San Antonio

Northwest

“Be All You Can Be!”

EVAN R. GADDIS
Major General, USA
Commanding General

Answers to the Test

1. d. USAREC Regulation 600-25, chap 2, para 2-1a, (1)
2. d. USAREC Regulation 600-25, chap 2, para 2-1a, (2)
3. c. USAREC Regulation 600-25, chap 2, para 2-1a (4).
4. e. USAREC Regulation 600-25, chap 2, para 2-1a (4) e.
5. a. USAREC Regulation 600-25, chap 2, para 2-1a (4) e.
6. b. STP 21-1-SMCT, Task #031-503-1014, training & evaluation, 7a
7. a. STP 21-1 SMCT, Task #031-503-1028, standards.
8. b. STP 21-1 SMCT, Task #031-503-1028, training & evaluation, 1.b.

9. a. STP 21-1 SMCT, Task #031-503-1028, training & evaluation, 1.a.
10. c. STP 21-1 SMCT, Task #031-503-1028, training & evaluation, 1.c.
11. b. USAREC Msg 00-003, dated Jan 00.
12. a. USAREC Msg 00-003, dated Jan 00.
13. b. Recruiter Update Issue AH, July 1999 USAREC Reg. 601-95, 4-3, (4).
14. a. Recruiter Update Issue AH, July 1999 USAREC Reg. 601-95, 4-4, a

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